



SEVENTH-DAY ADVENTIST CHURCH

---

*North American Division*

# The Feedback Loop

Administrator Development  
for Leadership Excellence

February 2, 2016

Pilot Draft

This draft is for purposes of piloting only. Do not circulate.

North American Division  
Of the General Conference of Seventh-day Adventists  
12501 Old Columbia Pike, Silver Spring, MD 20904

February 2, 2016

TO: ADMINISTRATORS of Seventh-day Adventist organizations  
North American Division

Every true profession makes provision for developing its leaders. In a recent survey, a huge majority of Adventist administrators said that leadership development is overdue in the Seventh-day Adventist Church. In fact, they rated the need for administrators slightly above the need for church pastors!

This Feedback Loop is designed to be a collaborative effort between the NAD Office, unions, health system consultants, university specialists, and all local conferences. This Feedback Loop will be a continuous work-in-progress making refinements until it accomplishes its objective: *Excellence in Church Leadership*.

The Loop is based upon the following assumptions:

1. Mutual trust and genuine transparency
2. Everyone growing, learning, and changing
3. Honest and unbiased feedback
4. Simplicity: "less is more"

This document is a pilot draft. It can be contextualized to fit YOUR organization. Let's get started! Forward your suggestions to either of us. Thank-you for your contributions as we grow together in effectiveness to the glory of God.

*Alvin Kibble*

VP for Leadership Development

*Paul Brantley*

VP for Strategy, Research, and Assessment

P.S.: For your convenience, an electronic copy of this document may be found at [www.ReachNAD.org/resources](http://www.ReachNAD.org/resources) Document 1d(1)

# Contents

	<u>Page</u>
<b>Section 1: Your Conference</b>	<b>4</b>
• Conference Mission	5
• Conference Ministries	6
• Big Challenges and Bigger Opportunities	7
• Conference Office Organizational Health Inventory	8
 <b>Section 2: Your Performance</b>	 <b>10</b>
• Performance Excellence: Four Categories of Leadership	11
• The Performance Excellence Profile for Administrators	12
• Annual Performance Excellence Calendar -- Sample	19
 <b>Section 3: Your Growth</b>	 <b>20</b>
• The Confidential Coaching Process	21
• The PXT: An Accurate Leadership Inventory	21
• The 360 Leadership Development Feedback System	22
• After Getting Feedback—Then What?	24
• A Leadership Development Calendar Template	26
 APPENDIX	 27

## **Section One**

### **Your Conference**

This first of three sections describes a conference that you administrate. These descriptions provide a contextual background that explains the setting in which you work.

You may use this information as discussion points with your advisor or executive coach. The context in which you work is important as you think about enhancing your own leadership effectiveness.

NOTE: The following represent some possible discussion points that for you to use in dialogue with an executive coach or some other appropriate support person. You are not limited to the items that follow.

## Conference Mission

1. Does your conference have a mission statement?  No  Yes If yes, what is it?

If someone were to ask any conference member the mission statement of the conference, would each person give a consistent and concise response to the question? If not, what is the communication plan of the mission?

2. Does your conference have a written strategy for accomplishing mission and pursuing excellence in ministry? Y N. If yes, please attach your strategic plan to the appendix.

3. What are trends of your conference in terms of growth over the past ten years?

4. What are your thoughts about the age and future projection of your conference work force?

## Conference Ministries

1. Which of these ministries are currently active in your conference? Place an "x" in the blank if active; an "I" if inactive, and a "0" if non-existent

\_\_\_ Adventist Community Services

\_\_\_ Religious Liberty

\_\_\_ Pathfinder Ministry

\_\_\_ Education

\_\_\_ Children's Ministries

\_\_\_ Adult Ministries

\_\_\_ Communication

\_\_\_ Stewardship

\_\_\_ Disabilities Ministries

\_\_\_ PSI Ministries

\_\_\_ Family Ministries

\_\_\_ Trust Services Ministries

\_\_\_ Health Ministries

\_\_\_ Web Ministries

\_\_\_ Literature Ministries

\_\_\_ Women's Ministries

\_\_\_ Men's Ministries

\_\_\_ Youth Ministries

\_\_\_ Personal Ministries

\_\_\_ Any ministries not mentioned above?

\_\_\_ Prison Ministries

\_\_\_ Public Campus Ministries

\_\_\_\_\_

2. Do you have sufficient people to oversee the ministries you desire for your conference? What are ideas for doing this?

3. How might you organize people and ministries in a way that would make them indispensable to the churches within your conference territory?

## Big Challenges and Bigger Opportunities

1. What are the greatest challenges that your conference faces that threaten its progress toward mission excellence?

2. What strengths reside in your conference office and territory? What assets can you tap into toward moving your conference from “good” to “exceptional”?

# Conference Office Health Inventory

**DIRECTIONS:** This inventory should be given to your total office staff including volunteers. It should be administered and tabulated by a neutral person. It “takes a temperature” of the conference office climate and can be used each year to show growth and continuous improvement. **NO NAMES PLEASE!**

## Our Culture

Quality	EMERGING	GOOD	GREAT!
<i>Evangelism and service</i>	___In our conference office, evangelism happens mostly on an individual basis; there lacks a conference-wide impetus for evangelism and community outreach.	___Our conference has a good plan for evangelism and community outreach but implementation of those plans on a system-wide basis could be more effective.	___Our conference in “on fire” when it comes to evangelism redefined as total-church discipleship. Conference leaders, pastors, and laity work together as one. Awesome things are happening!
<i>Effective internal processes</i>	___Responsibilities tend to be assumed by a few. The organization often stays in crisis, fire-fighting mode. Strategic thinking is absent.	___ Internal operations are adequately managed and fairly well organized. The departments are active but tend to work in isolation.	___The planning and budgeting systems in our building are tops! In constantly improving our organization, all our employees feel that their opinions count.
<i>Closer walk with God</i>	___Worship services may happen in offices but public worships, if optional, are sparsely attended. Spiritual life and growth is mostly left up to the individual.	___Worships are inspiring and well attended. Most employees are committed to integrating work and spirituality but primarily on an individual basis.	___Worships, even if optional, enjoy excellent attendance. Prayer and testimonies are pervasive. Workers with spiritual challenges find a sanctuary of healing at work.
<i>Engaging our youth</i>	___Younger employees often feel on the sidelines. There are few organized efforts to prepare them for leadership.	___Some younger employees have important assignments. Efforts to prepare them for advancement happen on an individual basis.	___Here, younger employees feel totally engaged! Their views are sought out. There is an organized process for preparing youth for leadership!
<i>Fellowship and inclusiveness</i>	___Employees associate primarily with those of similar backgrounds or cultures. Offices frequently operate independent of each other as silos.	___Our office is generally cordial; however, there are few efforts to insure that a culture of unity and mutuality touches every employee and ever office.	___Our building is known for both employee and office-to-office unity. Through high trust and careful planning, everyone feels a keen sense of belonging here!
<i>Communication — conveying the message effectively</i>	___There are significant communication issues within and without the building that negatively impact the effectiveness of our organization. People are not on the same wavelength.	___Communication is good although hourly employees may be reticent to express their ideas. Communication gaps occur both within the building & with constituents. Constituents sometimes have trouble contacting leadership.	___There is an ease of communication from top to bottom that helps each employee feel ownership. Communication portals are inviting and engaging to constituents with prompt phone and email call-backs.

## Our Leadership



Quality	EMERGING	GOOD	GREAT!
Spiritual leadership	___Leaders fail to inspire the building and the wider church body with a spiritual vision that guides all planning and operations.	___Leaders cast a spiritual vision that guides the building and the church. The organization's mission is not widely known among constituents.	___The entire church is "on fire" thanks to a visionary leadership. Both the building and the church at-large work in alignment to promote and accomplish the mission.
Unity	___Disagreements in the office are fairly common. There is no formal process for resolving differences. Gossip and rumors prevail. Pastors and constituents feel disengaged.	___Open disagreement is rare between pastors and conference leaders although undercurrents are common. The constituents and pastors are generally supportive.	___The conference speaks as one voice! Disagreements are rare and resolved quickly and peaceably. A biblically based mediation process is followed as needed.
Delegation	___Leadership authority is centralized and controlled at the top; gifts and talents of people are unknown or go untapped.	___Delegation happens on an individual basis. Authority tends to be centralized and hierarchical. People with talent are not fully engaged.	___Leadership distributes authority to pastors and office employees--then celebrates their success! People feel empowered, supported, and inspired.
Meeting dynamics	___Meetings are time-consuming and unnecessary. There is no analysis of meeting effectiveness and productivity. A few persons dominate.	___Meetings are time-consuming but important so that all parties feel included. These are few attempts to analyze effectiveness.	___Meetings are efficient and analyzed for their necessity and effectiveness. All freely contribute. Diverse opinions are valued. Trust negates the need for total representation.
Business integrity	___Business processes are inefficient and flawed. There is little knowledge of and respect for good financial process.	___Business processes are generally in order. Leaders in the building and the field are well-served but accountability for results may be lacking.	___Business transactions are wisely planned, transparent and audited. All recipients of church resources are held accountable for results.
External services and support (union, division, GC)	___Services to and support of our building from our oversight church organizations (union and division) <b>fail to meet</b> expectations.	___Services to and support of our building from our oversight church organizations (union and division) <b>meet</b> expectations.	___Services to and support of our building from our oversight church organizations (union and division) <b>exceed</b> expectations.

## Myself

Quality	EMERGING	GOOD	GREAT!
Optimism	___I want our conference to improve but I have doubts that it will.	___There is a good chance that our conference can make significant improvements in the days and years to come.	___I firmly believe that our conference will attain excellence and even greatness in the days and years to come. We <u>will</u> be a model of a truly great organization!
Commitment	___I want to see our organization improve but am not sure if I can make a difference.	___I'm willing to help my organization improve as I have the opportunity.	___I am completely desirous of giving my "all" in helping my conference attain excellence and greatness.

## **Section Two**

### **Your Performance**

This section involves an annual snapshot of you, the administrator. It seeks to solicit information regarding your strengths as well as growth areas. This yearly profile, based upon the core qualities, can be compared with your own assessments to provide an overall profile of your performance or the past twelve months.

Having an ongoing, yearly reading of your performance helps prevent the decisions made about administrative leadership with high-stakes implications but with little or no reliable data. The administrator, also, is better able to determine how performance is viewed on an ongoing basis rather than at the end of a four- or five-year interval when there's no opportunity to profit from the feedback.

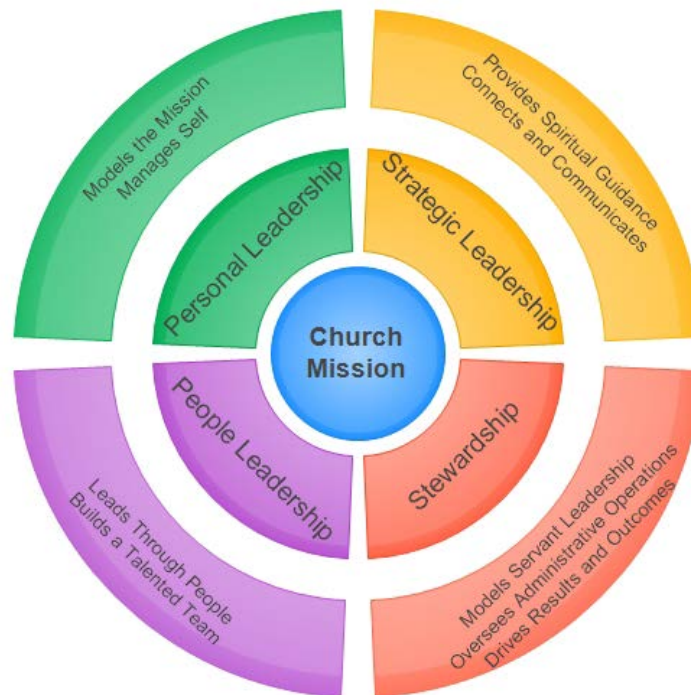
Knowledge is power and the hope is that knowledge of your leadership strengths and growth areas can be a powerful force in enhancing your effectiveness.

## Performance Excellence – Four Categories of Leadership

The Administrator Leadership role is key to the Church's growth and impact in a region. There are qualities that are essential to leadership performance. There are qualities that are important for development which will be outlined in Section Three. Both types of qualities fall under four major leadership categories:

- **Personal Leadership:** Qualities that relate to modeling the way and to leadership potential.
- **Strategic Leadership:** Qualities that support developing a mission, vision and strategy and inspiring others.
- **People Leadership:** Qualities that relate to building teams and developing people to their full potential.
- **Stewardship:** Qualities that focus on ensuring the health of the organization including finances and administration.

There are 9 Qualities that should be reviewed on an annual basis. This ensures that the Administrator receives feedback about the behaviors that have the most impact on leadership performance.



On the next page is an example of how to provide feedback on a Performance Quality.

## Performance Excellence Profile for Administrators (PEPA)

The section below illustrates how to complete the Performance Excellence Profile for administrators

Directions: For each of the Performance Excellence Qualities, provide an overall rating from “1” lowest to “6” highest. Before making your rating, read over the descriptors that explain the quality. Do not rate each descriptor separately. They only exist as reminders of what the quality looks like, as a whole, when lived out by the pastor.

Use the full scale with the caution that 5 or 6 should be reserved for identifying towering strengths. In most cases, there will be a mix of strengths and growth areas.

After considering all the descriptors and giving your rating, then indicate why you rated as you did. Write a short narrative to explain your rating pointing out strength areas and growth areas that the pastor should be aware of.

### Models the Mission:

- Demonstrates a deep and personal relationship with God
- Demonstrates humility combined with a relentless pursuit of what is best for the Church
- Leads with integrity, authenticity, and transparency
- Exhibits firm commitment to the prophetic Seventh-day Advent message of hope
- Models health and wholeness in body, mind, and spirit

### Example

*When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?*

Significant Area for Growth		Performs Well		Towering Strength (use sparingly)	
1	2	3	4	5	6

**EXPLAIN your rating below. What are the pastor’s greatest strengths? In what areas does the pastor need to focus most on growth and improvement?**

*Administrator Doe is a pleasant leader who works well with Conference Office Team. He is very loyal to the principles of the Church and to the organization. He is sincere in wanting our church to grow in God.*

*He can grow in certain areas. He tends to give in to strong personalities which can cause him to compromise when he should stay steadfast in pursuit of what is best for the organization.*

## Performance Excellence Profile for Administrators

### Personal Leadership Qualities

#### Models the Mission:

- Demonstrates a deep and personal relationship with God
- Demonstrates humility combined with a relentless pursuit of what is best for the Church
- Leads with integrity, authenticity, and transparency
- Exhibits firm commitment to the prophetic Seventh-day Advent message of hope
- Models health and wholeness in body, mind, and spirit

*When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?*

Significant Area for Growth		Performs Well		Towering Strength (use sparingly)	
1	2	3	4	5	6

**EXPLAIN your rating below. What are the Administrator’s greatest strengths? In what areas does the Administrator need to focus most on growth and improvement?**

#### Manages Self:

- Takes initiative and requires little or no direction to make things happen
- Spends time on the critical strategic priorities
- Manages energy and time by setting personal limits and delegating to others
- Respects the time of others by attending and running efficient meetings
- Keeps commitments and pays attention to detail

*When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?*

Significant Area for Growth		Performs Well		Towering Strength (use sparingly)	
1	2	3	4	5	6

**EXPLAIN your rating below. What are the Administrator’s greatest strengths? In what areas does the Administrator need to focus most on growth and improvement?**

## Performance Excellence Profile for Administrators

### Strategic Leadership Qualities

#### Provides Spiritual Guidance

- Leads the organization in incorporating mission and values into daily life
- Aligns teams within and across departments to the spiritual goals of the Church
- Sets a strong spiritual tone for the organization
- Models and inspires loyalty to the World Church and the North American Church
- Leads inspiring devotional and worship services

*When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?*

Significant Area for Growth		Performs Well		Towering Strength (use sparingly)	
1	2	3	4	5	6

**EXPLAIN your rating below. What are the Administrator’s greatest strengths? In what areas does the Administrator need to focus most on for growth and improvement?**

#### Connects and Communicates

- Uses multiple communication vehicles to connect the organization to the vision and mission
- Ensures that key information is fully communicated throughout the organization using multiple methods
- Communicates clear messages in face-to-face and team meetings
- Writes clearly and cogently
- Uses email and other computer programs effectively

*When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?*

Significant Area for Growth		Performs Well		Towering Strength (use sparingly)	
1	2	3	4	5	6

**EXPLAIN your rating below. What are the Administrator’s greatest strengths? In what areas does the Administrator need to focus most on growth and improvement?**

## Performance Excellence Profile for Administrators

### People Leadership Qualities

#### Leads through People

- Builds strong relationships with peers and other constituencies
- Listens in a way that encourages transparency and disclosure
- Collaborates with others and works well with groups
- Asks questions and listens to others even when there are disagreements
- Can follow as well as lead
- Empathizes and helps others work through emotions and painful situations

*When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?*

Significant Area for Growth		Performs Well		Towering Strength (use sparingly)	
1	2	3	4	5	6

**EXPLAIN your rating below. What are the Administrator’s greatest strengths? In what areas does the Administrator need to focus most on growth and improvement?**

#### Builds a Talented Team

- Builds a talented and diverse team that is in alignment to the vision and mission
- Nurtures and grows the talent of each person and the team as a whole
- Gives feedback and mentors team members to help them achieve their full potential
- Conducts frequent challenging developmental discussions with leaders that serve as a catalyst for growth
- Cultivates a learning organization and supports continuous learning and development

*When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?*

Significant Area for Growth		Performs Well		Towering Strength (use sparingly)	
1	2	3	4	5	6

**EXPLAIN your rating below. What are the Administrator’s greatest strengths? In what areas does the Administrator need to focus most on growth and improvement?**

## Performance Excellence Profile for Administrators

### Stewardship Qualities

#### Models Servant Leadership in Governance

- Embraces servant leadership and demonstrates that the leader serves the conference constituencies
- Respects and follows the protocols and governance standards of the Church
- Practices the principles of “first amongst equals” and the refusal of kingly power
- Adheres to the policies of governance in alignment with the North American Division, Local Conference By-law Applications, and Conference Terms of Reference Committee Guidelines

*When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?*

Significant Area for Growth		Performs Well		Towering Strength (use sparingly)	
1	2	3	4	5	6

**EXPLAIN your rating below. What are the Administrator’s greatest strengths? In what areas does the Administrator need to focus most on growth and improvement?**

#### Oversees the Administrative Operations

- Keeps the organization focused on the work that will have the most impact
- Ensures that budget metrics are met to preserve the financial health of the organization
- Monitors daily the key operations through scorecards, dashboards and the equivalent
- Keeps track of progress on work plans and key initiatives to prevent surprises
- Conducts frequent reviews of performance progress

*When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?*

Significant Area for Growth		Performs Well		Towering Strength (use sparingly)	
1	2	3	4	5	6

**EXPLAIN your rating below. What are the Administrator’s greatest strengths? In what areas does the Administrator need to focus most on growth and improvement?**



## Performance Excellence Profile for Administrators

### Stewardship Qualities

#### Drives Results and Outcomes

- Sets measureable goals for self, teams and staff
- Ensures that goals and outcomes are directly aligned with the Church’s mission
- Drives results and continuous improvement across the organization
- Can be counted on to deliver results and outcomes despite obstacles
- Holds team members equally accountable for delivering results and outcomes

*When you think of the person being rated and when you read the descriptors above, what overall rating would you give the person based upon what you presently know?*

Significant Area for Growth		Performs Well		Towering Strength (use sparingly)	
1	2	3	4	5	6

**EXPLAIN your rating below. What are the Administrator’s greatest strengths? In what areas does the Administrator need to focus most on growth and improvement?**

### Overall Assessment of Leader Effectiveness

*When you think of the administrator’s overall performance on day-to-day duties, what overall rating would you give?*

Significant Area for Growth		Performs Well		Role model (Use sparingly)	
1	2	3	4	5	6

**EXPLAIN your rating below. What are the Administrator’s greatest strengths? In what areas does the Administrator need to focus most on growth and improvement?**

**TOP THREE GOALS for the Past Year**

Below are the top three goals your organization had set for the past year. How effective has your Administrator been in helping the organization REACH these goals? Check the blanks below.

**GOAL 1:**

- Little or no progress on this goal
- Partial or mixed progress in this area
- Good progress
- Outstanding progress!
- Unsure or unable to answer

COMMENTS

**GOAL 2:**

- Little or no progress
- Partial or mixed progress in this area
- Good progress
- Outstanding progress!
- Unsure or unable to answer

COMMENTS

**GOAL 3:**

- Little or no progress
- Partial or mixed progress in this area
- Good progress
- Outstanding progress!
- Unsure or unable to answer

COMMENTS

## The Annual Performance Excellence Calendar--Sample

Preparation for each year-end performance excellence process (P.E.P.A.) begins no later than early fall to put the processes in place. It is a collaborative effort between the administrator and the executive coach.

	EXECUTIVE COACH	CONFERENCE ADMINISTRATOR	CONFERENCE OFFICE STAFF
OCT	Orient administrator as to the performance excellence process described in this Feedback Loop document	Make sure expectations and provisions in the Performance Excellence Profile (P.E.P.A.) are clearly understood	
NOV	Prepare end-of-year forms to send out P.E.P.A. to the conference executive committee with instructions	Administrator receives P.E.P.A. forms and designates a time for the executive committee to complete	Administrator receives P.E.P.A. forms and designates a time for the staff to complete
DEC		End-of-year P.E.P.A. administered Forms sent to the executive coach	End-of-year P.E.P.A. administered Forms sent to union
JAN	Coach analyzes forms and Sets appointment with administrator	End-of-year P.E.P.A. administered Forms sent to the executive coach	Administrator encourages staff to provide informal feedback at any time; open-door policy
FEB	Arrange for an executive coach visit with the administrator on Top 3 Goals finalized for the year	Visits with coach; Top 3 Goals finalized for the year	
MAR		Work on accomplishing mission and reaching goals for the year	
APR	Periodic coaching calls		Coach may select staff for informal feedback
MAY			
JUNE			
JULY			Administrator encourages staff to provide informal feedback at any time; open-door policy
AUG	Periodic coaching calls		
SEPT			
OCT	Repeat the preparation process for the next year (see last year)	Repeat the preparation process for the next year (see last year)	Coach may select staff for informal feedback
NOV			
DEC			
JAN	Coach analyzes forms Sets appointment with administrator	End-of-year P.E.P.A. administered Forms sent to executive coach	
FEB	Coach sets appointment with administrator Goals finalized for the year		
MAR			

## **Section Three Your Growth**

This section involves a personalized plan for the administrator's career growth and development. In contrast to Section One, this section involves a confidential relationship between a coach (selected by the administrator) and the administrator. It is focused on career rather than performance.

The Church is finally investing, in a systematic way, in the development of its pastors and administrators. This includes offering administrators the opportunity to participate in 360-Degree Feedback and in the PXT, a highly accurate self-assessment that will help an Administrator understand his/her natural leadership style.

Administrators who participate will receive coaching from a trained feedback facilitator. The 360-Degree instrument is offered in an automated format. The PXT is available if the local church or conference wants to invest special resources in providing their leaders the finest sources of support.

## The Confidential Coaching Process and the PXT

Everyone needs a coach to encourage learning and growth! The coaching process involves a close relationship between a non-judgmental support person and the administrator. The coach seeks to establish an atmosphere where the administrator feels free to grow. The coach is trained to administer helpful assessment instruments that identify gifts and talents that may be hidden from view.

Measures of leadership. The doctrine of spiritual gifts is one of the most established doctrines of the Seventh-day Adventist Church (1 Corinthians 12). Some styles are Spirit-infused, others are learned or adaptive, and still others are natural traits that are a part of a leader's personality. There are tools that help us determine to what extent one's natural style matches those of successful persons in similar work positions. Certain qualities are needed for success in church leadership. Some instruments are available to help identify the extent to which you have the qualities. Certain qualities even if not natural present can be developed over time and with guidance from a qualified coach.

### 1. The PXT: A highly recommended instrument

**“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, Administrator profiles are available at a nominal cost to the church or the conference.



**ProfileXT<sup>®</sup>**  
**Performance Model Comparison**

### 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.

### 2. Other alternatives:



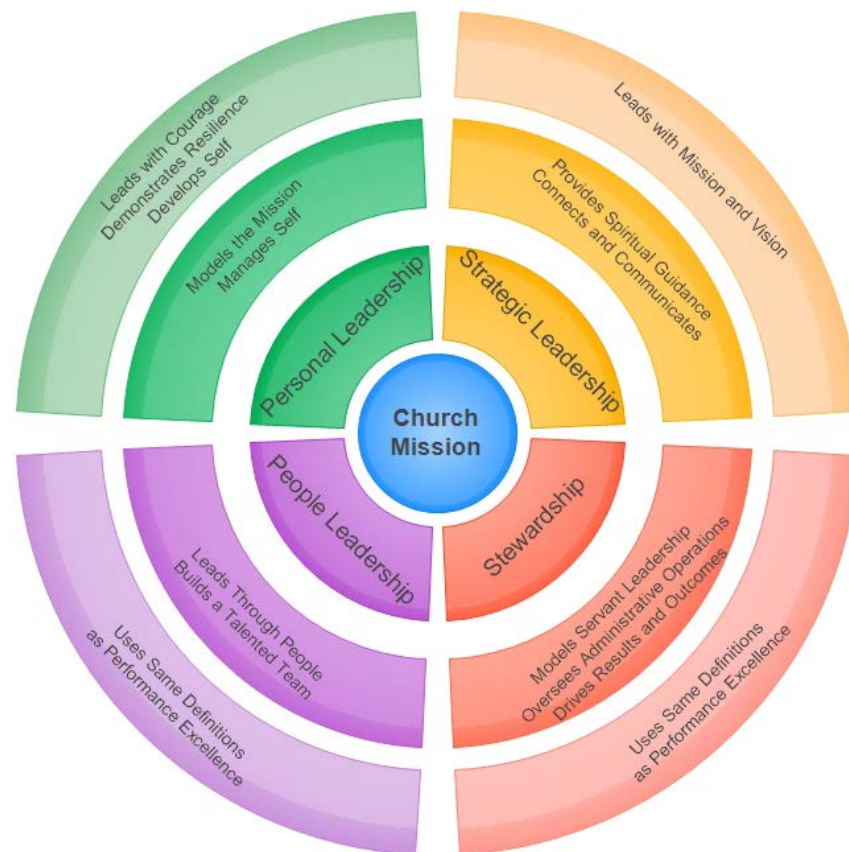
There are other instruments available that are economical but also less effective. Once popular alternative is the DiSC which measures Dominance, Influence, Steadiness, and Conscientiousness (DiSC). Please note that the DiSC profile will only provide leadership style data. Unlike the PXT, it is not predictive of strengths and development needs in a specific role.

## The 360° Leader Development System

Among the executive officers (President, Secretary, Treasurer), the President is considered first among equals. As such, the President is the key leader of the local conference. Ellen White wrote long ago that the conference will only rise to the level of its leadership, a thought echoed by John Maxwell in his “Law of the Lid.”

Warren Bennis, a renowned leadership development expert, was quoted as saying that self-awareness is the basis of leadership. Beginning in 2015, the Church will offer pastors and conference leaders the opportunity to participate in 360° leadership feedback. In this process, the leader or pastor will select raters from a broad range of constituencies. Many times leaders will learn that they are using a skill with one constituency but not another.

For Administrators, the 360° Feedback Survey will include the Performance Excellence Qualities and more advanced Leadership Development Qualities. This will give the leader feedback about current and future performance as a leader.



**A Mission-driven 360° Leader Development System**

## Advanced Leadership Development Qualities – For 360° Feedback

The 360° Feedback Survey will include the Performance Excellence Qualities and more advanced Leadership Development Qualities that support building a long-term development plan. These additional Qualities fall under two of the four leadership categories – Personal Leadership and Strategic Leadership.

### Personal Leadership

#### Leads with Courage

- Can stand alone, if necessary, and make tough decisions based on Christian principles
- Encourages healthy and robust debate that adheres to civil and respectful discourse
- Confronts behaviors out-of-alignment with Church values without regard to position, personality, or politics
- Addresses team conflicts with skill by encouraging team members to confront constructively in resolving issues
- Balances humility with a relentless pursuit of what is best for the Church

#### Demonstrates Resilience

- 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

#### Develops Self through Growing and Learning

- Models a personal journey of self-awareness and dealing with personal history and emotions
- Learns fast and can incorporate feedback and new approaches into leadership
- Reads a wide range of books, articles, and inspired writings to stay current in the leadership field
- Models learning for others by making significant contributions including writing, leading workshops and lectures
- Keeps current of effective ways to minister in a modern and technology-driven North American culture

### Strategic Leadership

#### Leads with Mission and Vision

- Works with the leadership team to create a compelling vision and mission for the organization and its functions/departments/institutions that align with the mission of NAD
- Develops a strategy with the leadership team for building a culture that supports the vision and mission
- Leads others in developing creative, out-of-the box solutions
- Articulates mission and vision in a way that gets people at all levels excited about the future
- Promotes church-wide memory and use of the North American mission statement

## After Getting Feedback—Then What?

The research seems to indicate that very few people make significant changes in their professional practice based on feedback alone. Along with the information from a feedback system, the administrator needs a structured environment in which to put plans for leadership excellence in to practice.

In his powerful new book, best-selling author and world-renown executive coach Marshall Goldsmith makes an observation: Creating new behavior that lasts is extremely difficult. Both our inner habit patterns and external stresses conspire to keep administrators trapped in a mediocre “sameness.”

Along with fervent prayer and commitment to the leading of the Holy Spirit, it is wise to put structure around our good intentions. We do not get better without structure. But it has to be the right structure, Goldsmith maintains in his book *Triggers: Creating Behaviors that Last*. The NAD sponsors several resources that provide a modicum of structure.

### Adventist Learning Community (ALC)

One of the most exciting developments in the North American Division is a church support center featuring on-line resources and tracking of pastoral development. ALC, collaborating with AdventSource, AIM, and Seminars Unlimited aims to be the central depository for free, on-demand resources that can be retrieved on-line in real-time. They also serve as a training center and video lab.

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.

There are courses for certification, professional development, and some just for fun. Its library puts Adventist resources from around the world at your fingertips. Watch a video, read an article, and share what you find with others.

### Anywhere and Anytime

Because ALC courses and resources are online, you can access your materials anywhere you have an internet connection at your convenience.

### Other Resources

A number of resources are available to the administrator in this journey toward maximum development of pastoral potential. Some of these include:

### Adventist Health-Care Consultants

Many Adventist Health-care organizations often have strong leadership development programs. Often they are willing to share persons and resources with the wider church family. Although the nature of healthcare differs



significantly from work in the organized church, there are enough commonalities in organizational lights to transfer some important principles.

### University-Based Programs

Universities may provide specialized help in areas of expertise. Doctoral programs in leadership at organizations such as Andrews University offer opportunities for busy administrators to use their workplace as a textbook for growth and improvement.

### NAD Strategic Planning

Strategy is to a church organization what a GPS is to a traveler. Vital to the development of a good strategy is building a leadership team. Strategy keeps the conference administrator focused on a compelling mission along with the audacious goals and activities needed to accomplish mission. The REACH strategic framework provides practical steps administrators can take to make their organizations “mission-driven places of excellence.”

### Executive Coaching

Every leader 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 leader’s trust to the extent that real growth and change can occur. North American Division has trained several executive coaches who are a resource to support Conference Presidents in their personal leadership development and the development of their teams. . Each conference is urged to maintain a roster of trained coaches from which pastors can identify and select a coach for their career development.

As you engage in the work of professional growth, who would you rather have to help you? A judge or a coach? Why?

A coach genuinely cares for the team—and each member of the team. The coach is a person you trust, someone who wants the best for you. Jesus was that kind of coach to His disciples. Mark 3:13-19; *Desire of Ages*, p.290.

Coaches need training in order for them to do their best work. The Seventh-day Adventist Church within the North American Division is working with your local conference to help set up a “coaching culture” where you can do your very best for God.

### Leadership Development Calendar

As noted earlier, change rarely takes place without structures in place to sustain it. A calendar for your development can provide a chance for you and your coach to put in place a structured plan for professional growth. You should allow about two years for a development cycle. Discuss with your coach as you set your plan.

## A Leader Development Calendar -- Example

JAN	
FEB	
MAR	
APR	
MAY	
JUNE	
JULY	
AUG	
SEPT	
OCT	
NOV	
DEC	
JAN	
FEB	
MAR	
APR	
MAY	
JUNE	
JULY	
AUG	
SEPT	
OCT	
NOV	
DEC	

## EXHIBITS

Items can go here that further describe or explain  
aspects of the leadership development process  
in your organization