

# Effective Ministry 360 User Guide

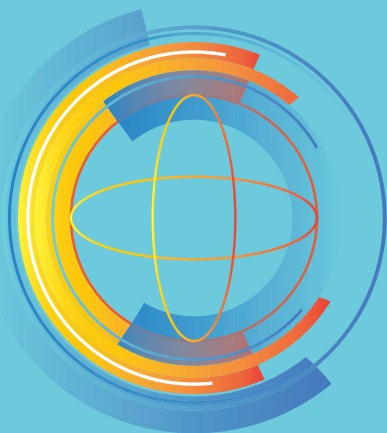


**HIGHER EDUCATION & MINISTRY**

General Board of Higher Education and Ministry

THE UNITED METHODIST CHURCH

*Simply stated, EM360  
is a formation process  
to support pastors and  
congregations in meeting  
the conference's and  
local church's mission  
and ministry goals.*



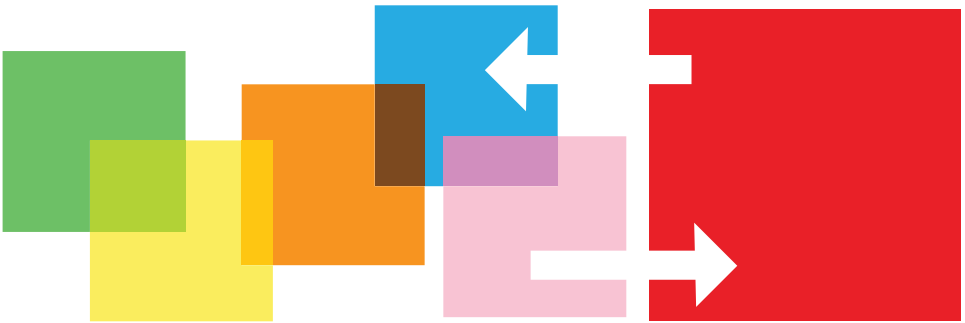
# Effective Ministry 360 User Guide

## Part I – Introduction

### What is the Effective Ministry 360 (EM360)?

Simply stated, EM360 is a formation process to support pastors and congregations in meeting the conference's and local church's mission and ministry goals.

Through the EM360 process, pastors and congregations set mission and ministry goals for the upcoming year, determine how those goals will be met, and develop a process for tracking and meeting these goals.



### How does it work? What's the process?

- Pastors, members of the Staff/Pastor-Parish Relations Committee (S/PPRC), and district superintendents access EM360 through an online portal. Pastors may also invite peers to participate.
- Participants complete a survey that considers the pastor's attributes for ministry and how the pastor engages in the tasks needed to effectively meet the church's mission and ministry goals.
- Pastors receive a 360 report that provides information on two scales: Attributes for Ministry and Dimensions of Effective Ministry.
- The pastor and two members of the S/PPRC discuss the report in detail and prepare to meet with the S/PPRC.
- The S/PPRC and pastor meet to discuss the church's ministry goals and ongoing pastoral formation.
- Pastors upload the final report that includes the church's ministry goals and the pastor's ongoing formation goals into the EM360 portal.
- The pastor, district superintendent, and bishop may access the report for reference as progress is made toward accomplishing these goals.



## Resources provided:

### *To the local church:*

- A roadmap for churches to use in meeting their mission and ministry goals.
- A step-by-step conversation guide to assist the Staff/Pastor Parish Relations Committee in evaluating the pastor's performance.
- Access to the EM360 system that allows all members of the S/PPRC to provide feedback for the pastor's evaluation.



### *To the pastor:*

- A formation and development plan for pastors to use in their continuing formation.
- Feedback to the pastor related to current ministry performance.
- Access to historical reports to track trends and development over time.

### *To the annual conference:*

- Bishop and district superintendent view that provides aggregate information to track strengths and areas for growth across the conference or a district.
- Access to each pastor's 360 survey results and reports that have been uploaded by participating pastors.
- Board of Ordained Ministry view that provides information related to ongoing formation/education needs in the conference (NOTE: The BOM view does not allow for viewing pastors' individual reports, only conference-wide averages of strengths and growth areas.)
- Some customization of the assessment and the report is available dependent upon the conference's needs.

## Part II – Framework for Ministry Development

### Two scales inform the EM360 report:

1. Attributes: The 46 Abilities, Personal Characteristics, Knowledge, and Skills that contribute to a pastor's effectiveness in ministry.
2. Dimensions of Effective Ministry: The 12 most common and important dimensions of a pastor's ministry.

### **Attributes**

Abilities, Personal Characteristics, Knowledge, and Skills are attribute groupings commonly used to assess a person's capacity to be successful and fulfilled in a field of work. Abilities and personal characteristics are more resistant to change over time, while knowledge and skills develop and grow throughout a person's life and ministry.

The EM360 identifies 46 attributes common to pastoral ministry. Of course, no one person will be strong in all attributes. So, an understanding of the combination of the pastor's strengths is helpful in determining how the mission and ministry goals will be met in different ministry contexts.

Being able to identify and articulate a Calling to Ministry underlies the 46 attributes. Because this attribute is so foundational, it is not specified under one of the four attribute categories.

The 46 attributes identified by EM360 are:

### Attributes of Effective Ministry

Abilities, Personal Characteristics, Knowledge and Skills that contribute to effective clergy performance.

Abilities	Personal Characteristics	Knowledge	Skills
Adaptability Concentration Creativity Innovation Intelligence Memory Oral and Written Comprehension Trust in God Vision-Casting	Authenticity Balance Conscientiousness Cooperation Empathy Integrity Intercultural Disposition Learning Orientation Passion and Drive Patience Resilience Risk-Taking Self-Direction Self-Regulation Social Orientation Tolerance for Ambiguity Willingness to Seek Help	Business and Financial Principles Individual and Group Dynamics Ministry Context Teaching and Training Theology and Scripture UM History, Doctrine, and Polity	Agile Learning Communication Conflict Management and Negotiation Decision-Making Exegetical Intercultural Competence Multitasking Presentation Skills Problem Solving Setting and Meeting Goals Social Skills Spiritual Disciplines Teamwork

Learn more at [www.gbhem.org/em360](http://www.gbhem.org/em360)

© General Board of Higher Education and Ministry, 2018

**HIGHER EDUCATION & MINISTRY**  
General Board of Higher Education and Ministry  
THE UNITED METHODIST CHURCH

**Effective Ministry 360**

Pastors, S/PPRC members, and pastors’ colleagues respond to questions related to each of these 46 attributes. The district superintendent responds to questions related to the top three attributes in each category.

- Abilities – Trust in God, Intelligence, Oral/Written Comprehension
- Personal Characteristics – Integrity, Authenticity, Cooperation
- Knowledge – Theology and Scripture, Business and Financial Principles, Individual and Group Dynamics
- Skills – Spiritual Disciplines, Communication, Presentation Skills

### ***Dimensions of Effective Ministry***

All participants respond to questions related to a pastor’s performance in each of the 12 Dimensions of Effective Ministry. These dimensions account for the variety of activities needed in performing the work of pastoral ministry.

The 12 Dimensions of Effective Ministry identified by EM360 are:

1. Agile Leadership
2. Preaching and Worship Leadership
3. Strategic Planning and Implementation
4. Self-Development



5. Care-Giving
6. Team Leadership
7. Training and Development of Ministry Partners
8. Evangelism and Outreach
9. Mission and Service
10. Developing and Maintaining Relationships
11. Administration and Organization
12. Connectional Service

\*\* Definitions for the Attributes and Dimensions of Effective Ministry are listed in the appendices.

## Get the Most Out of the Report

### *Understand Your Context*

One of the critical components of evaluating ministry in a particular setting is to know its mission and ministry goals. Churches have diverse needs and require different types of expertise from its leaders as the church seeks to accomplish its goals. One pastor's expertise might be ideal for one setting, but not be helpful in another type of setting. Likewise, all congregations should be aware of how they can best contribute toward meeting the church's goals and where they could improve to better reach those goals.



When pastors and congregations partner together to determine how to meet the established mission and ministry goals, and identify who will do what to reach those goals, ministry in the congregation has the highest potential for success.

### *Areas of Strength, Areas for Growth*

The EM360 does not determine for you the strengths and weaknesses that will affect meeting the mission and ministry goals for a specific context. All pastors have strengths; all pastors have areas where they could improve their work. All churches and congregations have strengths; all churches and congregations have areas where they could improve their work.

The EM360 report helps the pastor and congregation identify strengths, consider areas for growth, and together determine what areas should receive attention to provide the biggest impact for strength development and ministry.

Once these areas are identified for the pastor, the pastor and S/PPRC develop a plan together that allows both the pastor and congregation to capitalize on strengths that will move the church forward.

Secondly, the pastor determines areas that are ripe for continued strengthening and development and can be incorporated into the pastor's continuing education or formation plans.

### Part III – The Nuts and Bolts



1. Different types of participants access EM360 uniquely. Refer to the Quick Start Guides for step-by-step instructions.
2. To insure receipt of the EM360 invitation email, add [team@coetichr.com](mailto:team@coetichr.com) to your contact list. If you believe an invitation email has been sent to you but you did not receive it, be sure to check your Junk Mail/Spam folder.
3. Additional instructions are posted on the EM360 Portal.
4. Once enough surveys about a pastor are completed, the pastor will be able to generate the Pastor's Feedback Report from the dashboard.
5. To complete the EM360 process:
  - All participants complete the EM360 survey by stated deadline.
  - Pastors generate the Pastor's Feedback Report after surveys are all completed.
  - Identify the two S/PPRC members who will join the pastor on the EM360 Discussion Team to discuss the details of the Pastor's Feedback Report.
  - The EM360 Team discusses the Feedback Report using the Formation Plan Discussion Guide to frame the conversation.
  - The EM360 Team develops an initial Formation Plan using the Formation Plan template.
  - The EM360 Team determines how to best share the report with the S/PPRC.
  - The full S/PPRC and pastor finalize the Formation Plan.
  - The pastor uploads the Formation Plan to EM360.
6. Formation Plans may be viewed by the district superintendent and bishop.
7. Data is compiled and aggregated from all participating pastors to provide district and conference-wide reports for district superintendents and bishops.

**For additional questions, contact your conference's EM360 administrator or email [EM360@gbhem.org](mailto:EM360@gbhem.org).**



Thank you for your participation in EM360.

## Appendices

### Glossary of Effective Ministry Dimensions

#### **Administration and Organization**

Performing activities that support the efficient functioning of the organization such as: Keeping accurate and thoughtful records for accounting, bookkeeping, and budgeting purposes actively managing risk such as investments and insurance; responsible financial planning for emergencies or unforeseen needs; maintaining and improving existing facilities and, when needed, leading the development of new facilities.

#### **Care-Giving**

Performing activities that serve the spiritual, mental, or physical needs of congregants or community members such as: Actively involving oneself in relationship, grief, and addiction counseling; performing hospital or home visitations; proactively identifying and aiding those victimized by injustice or neglect; effectively and calmly handling crises or emergencies.

#### **Connectional Service**

Performing activities that contribute to the goals of The United Methodist Church that extend beyond the scope of the local church such as: Writing comprehensive and informative reports for necessary parties; joining and contributing to Conference or General Church committees; participating in expert panels, focus groups, and surveys; participating in planning teams; attending annual conference meetings.

#### **Evangelism and Outreach**

Performing activities that bring individuals into a personal relationship with Christ such as: Developing and implementing new methods for increasing congregation size; forming and leading small groups and Bible studies for congregants and others; fundraising to support missions; incorporating techniques to better connect with younger individuals (e.g., websites, video, contemporary music, interactivity); urging people to share their faith with others; frequently taking the lead in reaching out to the wider community.

#### **Agile Leadership**

Performing leadership activities that smoothly and quickly respond to changing situations and different contexts and creating a climate where others are able to apply innovative thinking to solve problems such as: Actively seeking feedback relevant to the alignment of current strategies with the changing contexts, continuous exploration of new ways to conceptualize goals and obstacles, learning from experiences and past errors, appropriately balancing the need to change with the need to remain focused on achieving current goals, tolerating false starts, and acting decisively despite incomplete information.

#### **Developing and Maintaining Relationships**

Performing activities that create, maintain, and strengthen personal and professional relationships with congregants, community members, United Methodist Church members, and members of other denominations such as: Fostering fellowship at church gatherings; promoting and seeking to improve youth groups, small groups, and their activities; arranging





events and activities to bring people together; leading prayer at community events; actively and frequently getting involved with the community; hosting dinners for congregants; organizing several interfaith, community, civic, educational, or recreational activities.

### **Mission and Service**

Performing activities that facilitate congregational service in mission settings such as: Serving in local outreach centers (soup kitchens, homeless shelters, ministries with underserved or those on the margins of society); participating in peace with justice ministries locally, nationally, or internationally; challenging the church's members to respond to critical community needs; helping church members understanding systemic issues of racism, sexism, poverty, etc.

### **Preaching and Worship Leadership**

Performing activities to support and lead public worship services and convey spiritual and moral messages through public speaking such as: Carefully preparing and delivering sermons for every service; studying and listening to excellent sermons regularly in order to improve one's own sermon writing; carefully developing and sharing religious lessons in each sermon; developing worship and preaching to reflect the beliefs of The United Methodist Church; incorporating current events into messages often; leading prayer; proactively developing alternative worship approaches such as through new technologies.

### **Self-Development**

Improving spiritual, mental, and physical development that contributes to the delivery of more effective ministry by: Devoting time often to developing one's own learning; studying religious documents; maintaining a healthy balance between self, family, and church commitments; frequently updating one's skills and knowledge; cultivating a personal life; taking responsibility for a holistic approach to health and self-care.

### **Strategic Planning and Implementation**

Performing activities that facilitate change toward desired future outcomes including: Setting priorities, focusing energy and resources, strengthening operations, ensuring that team members and stakeholders are working toward common goals, establishing agreement around intended outcomes/results, assessing and adjusting the organization's direction in response to a changing environment, and tracking progress to ensure the developed plans are being effectively executed.

### **Team Leadership**

Performing activities that mobilize and coordinate staff and congregants to achieve organizational goals such as: Carefully negotiating and managing conflict while avoiding politics or taking sides; making a strong effort to identify and develop lay leaders and staff in the congregation; carefully developing action plans for accomplishing goals; creating, developing, and managing teams; positively communicating long-term church goals; acting as a conscientious team member by getting all members on track and motivating the group.



## **Training and Development of Ministry Partners**

Performing activities to teach, train, or mentor individuals and groups to improve their knowledge and skills such as: Continually involving oneself in teaching through a variety of means, such as in leading bible study classes, training senior staff, or teaching religion in outside organizations; positively and constantly mentoring less experienced lay leaders, staff, and clergy; helping youth identify their aspirations and talents; frequently empowering others to make decisions; leading by example as much as possible.

## **Glossary of Attributes**

**Adaptability** – The ability to fluidly change one's thoughts, emotions, and actions to align with dynamic environmental conditions. Synonyms: flexibility, versatility.

**Agile Learning** – Actively and continuously seeking and rapidly integrating new information to improve current and future problem-solving and decision-making.

**Authenticity** – The strong tendency to behave and relate to others in ways that are congruent with one's beliefs, values, principles, and feelings. To experience a sense of meaning or purpose underlying behavior, and to show vulnerability when appropriate.

**Balance** – Tendency to maintain a balance of important life activities related to profession, self, family, and friends.

**Business and Financial Principles** – Knowledge of business and financial principles including: budgets, bookkeeping, financial planning, investments and interest, loans and debt, payroll, benefits, and retirement. Knowledge of how to incorporate principles into practice of ministry and church oversight.

**Calling** – The experience and awareness of the call of God to the pastorate as a vocation.

**Communication** – Describing ideas, concepts, facts, and other information in a manner that others can easily understand.

**Concentration** – The ability to focus attention on a task over a period of time without being distracted. Synonyms: immersion, diligence, engagement, persistence.

**Conflict Management and Negotiation** – Working with others to arrive at a mutually agreeable resolution to a problem; handling complaints, settling disputes, and resolving conflicts.

**Conscientiousness** – The disposition to perform tasks at a high level, to follow through on commitments to others, to pay attention to detail, to be organized and efficient, to act dutifully and achieve goals, and to be self-disciplined and dependable.

**Cooperation** – Tendency to work well with others to effectively pursue mutually beneficial outcomes.



**Creativity** – The ability to perceive situations in new ways, to find hidden patterns, to make connections between seemingly unrelated phenomena, and to generate novel solutions to problems. Synonyms: inventive, imaginative, original, resourceful, novel.

**Decision-Making** – Generating and weighing the relative costs and benefits of potential actions so that the best option may be selected.

**Empathy** – Tendency to be aware of, understanding of, and sensitive to other peoples' experiences and emotions.

**Exegetical** – Communicating the meaning of Scripture and other religious documents in a manner that others find easy to understand.

**Individual and Group Dynamics** – Knowledge of the principles involved in motivating, developing, and directing people as they work individually and in groups.

**Innovation** – The ability to improve an existing product or process with respect to one or more criteria such as quality, effectiveness, efficiency, or cost. Synonyms: ingenuity, transformation.

**Integrity** – Strong tendency to adhere to a strict moral or ethical code with a special emphasis on being honest to others and to oneself.

**Intelligence** – The general mental ability to reason, plan, solve problems, think abstractly, comprehend complex ideas, learn quickly, and learn from experience. Synonyms: IQ, general cognitive ability, fluid intelligence, brilliant, acumen.

**Intercultural Competency** – Engaging effectively in relationships with others across cultural settings or in a multicultural situation.

**Intercultural Disposition** – A deep appreciation of diversity coupled with a strong tendency to seek culturally rooted understandings of others across different races and ethnicities who possess different beliefs, values, and worldviews to facilitate the building of cross-cultural relationships and strengthen the practice of ministry.

**Learning Orientation** – Tendency to develop one's competence through expanding one's ability and mastering challenging situations.

**Memory** – The ability to rapidly and flexibly recall names, facts, events, stories, and learned associations relevant to a particular situation. Synonyms: recollection, mindfulness, recall.

**Ministry Context** – Knowledge of the unique context and surrounding community of each ministry setting and how that context affects the way ministry is practiced.

**Multitasking** – Prioritizing tasks and managing one's own time and the time of others to make efficient progress toward multiple goals simultaneously.

**Oral and Written Comprehension** – The ability to accurately extract and construct the intended meaning(s) present in written and spoken language.



**Passion and Drive** – Tendency to be fully engaged in the pursuit of desired outcomes.

**Patience** – Tendency to cope with pain, troubles, difficulties, or hardship, without complaint or ill temper.

**Presentation Skills** – Effective communication of a concept, vision, or message to a group of individuals using a structured combination of media (e.g., speech, graphs, videos, quotes).

**Problem Solving** – Identifying problems and integrating information to formulate solutions.

**Resilience** – The flexible pursuit of desired outcomes over time despite encountering obstacles and setbacks.

**Risk-Taking** – Tendency to undertake important tasks despite a lack of certainty or a fear of failure.

**Self-Directed** – Tendency to develop one's own ways to doing things, guiding oneself with little or no supervision, and depending on oneself to get things done.

**Self-Regulation** – Tendency to pursue goals in a disciplined, effective manner while maintaining composure, keeping emotions in check, controlling anger, and avoiding aggressive behavior in challenging situations by using knowledge of one's motivations, strengths, and weaknesses.

**Setting and Meeting Goals** – Establishing long-range objectives, specifying the strategies and actions needed to achieve them, and obtaining useful feedback about progress toward them.

**Social Orientation** – Tendency to prefer working with others rather than alone and to be personally connected with others.

**Social Skills** – Relating to others in a way that inspires them to want to do their best to complete a desired course of action, being aware of others' reactions and understanding why they react as they do, giving full attention to what other people are saying; taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.

**Spiritual Disciplines** – Using spiritual disciplines to facilitate personal spiritual growth and to deepen one's relationship with God.

**Teaching and Training** – Knowledge of principles and methods for curriculum and training design, teaching and instruction for individuals and groups, and the measurement of training effects.



**Teamwork** – Accomplishing tasks directly by working as a member of a team or indirectly by helping members of a team to cooperate and efficiently coordinate actions and decisions.

**Theology and Scripture** – Knowledge of philosophy about the existence and nature of God, religion, and biblical text.

**Tolerance for Ambiguity** – The tendency to be comfortable in situations characterized by uncertainty, unpredictability, conflicting directions, and multiple demands.

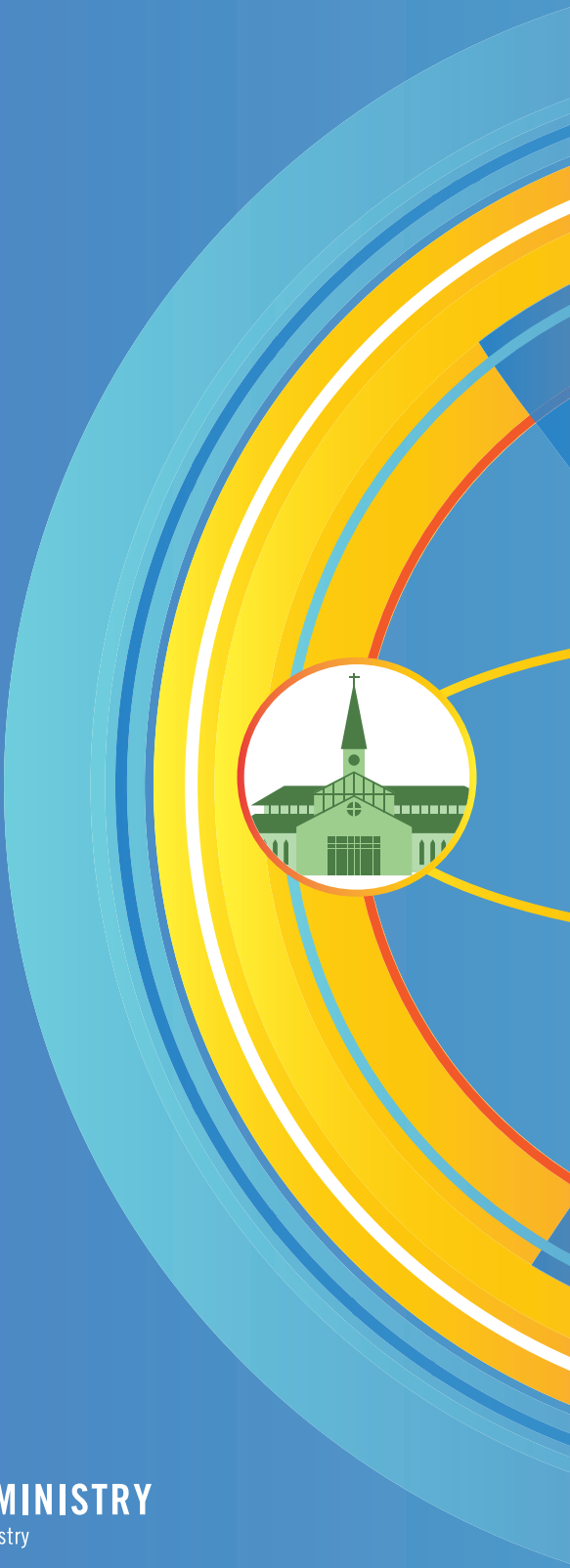
**Trust in God** – The ability to place oneself in God's care.

**UM History, Doctrine, and Polity** – Knowledge of the written body of teachings of The United Methodist Church and how those teachings are different than other denominations and religions.

**Vision-Casting** – The ability to imbue others with a shared sense of a desired future that energizes, directs, and supports actions that transform the possibility into a reality.

**Willingness to Seek Help** – Tendency to ask for help with overwhelming tasks or to seek help from others to compensate for one's own weaknesses.





## HIGHER EDUCATION & MINISTRY

General Board of Higher Education and Ministry

THE UNITED METHODIST CHURCH

[www.gbhem.org/em360](http://www.gbhem.org/em360)