

Introductory Assessment - How are you doing?

Rate yourself on a scale of 1-5 (1 = not at all, 5 = always)

1. I am confident that God has called me to ministry leadership. _____
2. Daily I know I am working exactly where God wants me to be. _____
3. My heart breaks for the people I work with and the community we live in. _____
4. There is nothing else I would rather be doing than being where I am now. _____
5. I feel like I have been prepared and equipped to fill the role I have now. _____
6. If asked to do something, I am confident I can do it. _____
7. Others have shared with me that I am good at what I do. _____
8. There are other areas I feel like I have abilities to serve in. _____
9. I am committed to regular devotions and spiritual growth in my own life. _____
10. Who I am at home is who I am at work. _____
11. I am (My family is) living on a reasonable budget to manage our money. _____
12. I balance my responsibilities at home so that I'm available for my family. _____
13. I generally like and get along with my co-workers. _____
14. When I am out sick, I know I can depend on the ministry team to carry on. _____
15. My pastor (I try to) leads us with humility, and is focused on the big picture. _____
16. The other ministry leaders view me as a partner in their ministries. _____

So how did you do? The highest score you could get is 80. Here's a quick guide:

- 0-20 - You may not be on a healthy team and may need some significant changes in the staff dynamics to become a healthy team
- 21-40 - Your ministry staff has some team elements, but is in need of some focus to reach the next level
- 41-60 - Your ministry staff is on the way to becoming a team, or has some team elements, but has some room for growth
- 61-80 - You are likely on a healthy ministry team!

If you've done this as a ministry staff, take everyone's scores and average them. Here's a quick team assessment based on this:

- 0-20 - Your ministry staff is likely not functioning as a true team. The great news is that this can be turned around!
- 21-40 - Your ministry staff has some elements of a team, but needs some focus and change in some areas to reach the next level
- 41-60 - The ministry staff has some room for growth, but has a lot of the dynamics necessary for a team!
- 61-80 - Your ministry staff is likely a team in every sense of the word. You're working together, getting along well, and doing more together than you could apart!

Ministry Game Plan - Team

This section is designed to be completed as a ministry team together. Find some time to work through this part after the team members have completed the individual assessment above. At the end you'll be asked, as a ministry team, to come up with a ministry team identity statement. This team statement is where your team lays out what they have been called to for making Kingdom impact.

1. Write out a summary of what every team member has been called to do as a ministry leader. Try to distill each one to a summary statement that can serve as their "ministry mission statement."
2. How do the team members see themselves fulfilling their calling at the church?
3. Are there 2-3 things that emerge as things God has called your team members to? These can be very general or very specific. What you want to do with this section is identify the big things that God has called your team to. Maybe you have a team of people who have a calling to see families transformed? Or for missions to be part of peoples' lives?
4. Finally, after taking some time for prayer, reflection, and input, it's time to come up with a ministry team identity statement. This statement is what the team will now rally around as what God has called you to be and do. An example could be: "*The ministry team at First Church believe that God has called us to focus on developing strong families, reaching the college campus, and planting churches in our city.*"

Character Assessment - Individual

On a scale of 1 (not like me) to 5 (always like me), rate yourself on the following statements related to character for ministry.

1. Pursuing personal holiness is a high priority and regular practice in my life. _____
2. I find myself focused on others and removing selfishness from my own life. _____
3. My relationship with Christ is growing, vibrant, and something I put a priority on. _____
4. I rarely find myself involved in things that don't matter or aren't helpful. _____
5. I am able to manage our family's money through a responsible budget that limits our debt and allows us to be wise with our finances. _____
6. Being around people and interacting with them is something I am comfortable doing in a variety of situations. _____
7. I am empathetic with people who are going through difficult times, and genuinely care for them. _____
8. When I am at home, I strive daily to be the spouse & parent I would want others to be like. _____
9. I am genuinely concerned and broken for lost neighbors, friends, coworkers and family members to come to Christ. _____

What are some areas in my life I need to improve in developing my character?

How am I doing making integrity the core of my life, ministry, and family?

Who do I have in my life who can help me be accountable?

Character Assessment - Ministry Team

As a ministry team, walk through the six ways to build a culture of character on the ministry team. Assess yourself on each of them and develop a plan for implementing them.

Do all the team members have accountability relationships within the ministry team and beyond?

Does your church have filtering or monitoring software on all church-issued computers used by ministry team members?

Look through your church's policy & procedures, especially as they relate to areas of character or integrity. What protections do you have in place to ensure team members are not alone with members of the opposite sex? How do you handle counseling situations, especially when the issue is a difficult or sexual one? When are office doors allowed to be closed for appointments or counseling sessions?

Does your ministry team regularly have team devotions as part of staff meetings?

Is there a way to incorporate personal spiritual growth into the annual performance reviews?

How can the church invest in and support ministry team member's marriages? Are there resources available to allow for getaways, conferences, or retreats? Are people willing to provide childcare for couples to have date nights? Would local businesses or restaurants be willing to provide gift cards or discounts?

As an individual, rate yourself on the following competency descriptions on a scale of 1 (not like me) to 5 (very much like me).

1. I find it normal to be able to manage my time in such a way that I can get all my job responsibilities done. _____
2. I can recognize what tasks and responsibilities are most important, and give my best attention and effort to those first. _____
3. The ministry finances I oversee are within budget, reasonable, and appropriate for the ministry I do. _____
4. People in my ministry area often tell me I'm able to teach the Bible in such a way that they are able to apply it to their lives. _____
5. If a Christian wants me to disciple and equip them, I feel like I can be a significant help to them. _____
6. Counseling believers going through difficult times is something I feel comfortable and confident doing. _____
7. When conflict situations come up, I am able and willing to be a peacemaker in those situations. _____
8. I regularly delegate responsibility to other people so that they are able to succeed and more ministry can be done. _____
9. I feel comfortable being in positions where people are looking for someone to be an influencer as a leader. _____
10. The regular activities of my ministry are properly staffed, resourced, consistently communicated, and prepared. _____
11. I am able to bring people together to work towards a common goal. _____
12. When I use different ways of communicating (speaking, writing, social media, etc.), I feel like I am able to be clear and understood. _____

Find the average of your scores for the three competency areas (Personal, Pastoral, and Interpersonal):

Personal (1, 2, 3) - _____

Pastoral (4, 5, 6) - _____

Interpersonal skills (7, 8, 9, 10, 11, 12) - _____

As a ministry team, take the individual responses to the competencies for ministry and work through the following questions:

1. What are the areas of strength for our team? A helpful way to assess this is to identify the categories which had an average score of at least 3.5.
2. What can the ministry team do to emphasize those strengths?
3. What are the areas of weakness for our team? A helpful way to assess this is to identify the categories which had an average score of below 2.5
4. What can the ministry team do overcome those weaknesses?
5. Each ministry team member should identify their weakest ministry competencies and competency categories (below 2.5). Then, if possible, find another team member who has those competencies or competency categories as a strength (at least 3.5). Spend some time over the next few weeks meeting with them to sharpen your skills in those areas.

This first section is for each team member to fill out for their perceptions of the ministry team. Space is left for open-ended responses, write down more than a simple yes or no. Chemistry on a ministry team looks like Friendships, Unity, and Trust. Give yourself and your team an assessment on the following:

1. Would I hang out with at least one other person on the ministry staff even if we did not work together?
2. Do I genuinely enjoy the people I work with?
3. In the last month, have I spent time outside the office with anyone on the ministry staff?
4. Do all of our ministries, goals, and actions line up toward a common vision?
5. Does our ministry staff effectively communicate with each other?
6. Are our staff meetings a time of purpose, expectation, and cooperation?
7. Would I trust anyone on the staff with my kids for a date night with my spouse?
8. Do I feel like I can confide in others on the ministry staff, especially the lead pastor, without it being shared?
9. Do I think the ministry staff is genuinely concerned for each other and would support each other in a crisis?

This section is for the entire ministry staff to work on together. Some of it will be assessment, and some will be practical. This section will focus on the four ways to develop team chemistry: Intentionality, Crisis, Daily Interaction, and Fun.

1. As a ministry staff, give an honest assessment of how you're doing intentionally spending time with each other. Do you make time for it or do you rely on it just happening?
2. This week, make the effort to spend some time with each member on the ministry staff. The only rule is that you're not allowed to talk about church issues. This is the opportunity to talk about family, hobbies, mutual interests, etc. End the conversation by praying for each other.
3. Debrief the last major crisis the ministry staff experienced. Three areas to discuss are: How did we as a staff come together? Where did we drop the ball? What did we learn from the experience?
4. Everyone on the ministry staff should write out their weekly calendar with their appointments, schedule, and task list. As part of this exercise, see how much time each member gives to spending time with the ministry team. The second step is to carve out a little time each day to interact with others on the ministry team.
5. Lead pastor, for the next week make the effort to interact daily with every member of the ministry staff, if only for a few minutes. Use it as an opportunity to check in, see how they're doing, what you can do to support them, and how their ministry is doing.
6. Give an honest assessment to the question "Is it fun to work together?" As a ministry team, discuss why or why not and what you can do to improve on that.
7. In the next week, schedule an off-site "fun" time for the ministry staff to enjoy together. It could be bowling, a movie, or something like that. The point is to get away from the routine of the office and have a good time.

This worksheet is designed to be a guide for whoever is responsible for hiring a ministry team member. It's a set of questions to ask a potential candidate based on the four elements of a ministry team from the book. The questions are designed to be used for either a lead pastor or ministry leader candidate.

There are also questions on the next page to ask when calling a potential candidate's references to help get a complete picture of the candidate.

Calling

1. Share how you came to know God had called you to vocational ministry.
2. What would you say is your calling? In other words, what do you feel like your ministry mission statement is?
3. What were some of the key people, events, circumstances, and preparation that shaped your calling?
4. Tell us about how your previous ministry experiences have helped shape your calling.
5. Why do you feel like God may be calling you to this particular ministry?

Character

1. How do you work to maintain your integrity? In particular, share how you handle issues like money, counseling, and theology?
2. Who do you have in your life to hold you accountable?
3. Share about your personal devotions, prayer life, and spiritual disciplines.
4. Tell us about how your marriage & family are a priority in your life.
5. How do you feel you and your family are doing to manage finances?

Competency

1. Tell us what you feel like your three greatest ministry strengths are. In other words, what do you do really well? Also, what are your greatest areas of improvement?
2. What is one way you have grown in the last year in your ability to be an effective ministry leader?
3. How do you approach teaching and applying the Bible in your ministry?
4. What do you do to manage your time and prioritize what you do on a daily basis?
5. Share a story about a time you were able to successfully navigate an instance of conflict? What lessons did you learn from it?

Chemistry

1. How do you build relationships with your co-workers?
2. Was there a crisis moment you experienced in your current ministry setting? How did your ministry team respond to it?
3. Tell about a time your ministry staff had fun, whether it was a team-building activity, a Christmas party, or something that happened in the office. How did that build your team?
4. What do you do to maintain daily communication and interaction with the other people on the ministry team?
5. How did you handle instances where someone just didn't "click?"

Questions for References

1. Tell us how you know the candidate and the evidence you see in their life that God's calling is on them.
2. Would you say that this person is someone who is trustworthy?
3. Is this candidate someone who lives a life of integrity? Share specific examples if you can.
4. How did this person respond in difficulty circumstances, crisis, or conflict?
5. When this person failed, did they learn from those mistakes?
6. Is this someone who is a team player, someone who others can work well with?
7. Would you hire this person to be a part of your team? Why or why not?
8. Is this person teachable? Why or why not?

This worksheet has some reflection and application questions related to the four ways to apply the team concepts in the book. Take the time to assess yourself and the ministry team in each of these and work to incorporate them going forward.

Hire Well

- What kind of person are we looking for to join the ministry team?
- Are we open to someone who doesn't fit the mold we expect?
- Who is providing leadership in that ministry area now that we can develop to provide long-term leadership until a team member can be hired?

Evaluate

- What are we doing to be consistent in how we evaluate ministry team members?
- Is there a 360 assessment we can use? If not, what can we do to develop one?
- What can we do to incorporate the personal side to the ministry evaluation?

Deploy and Redeploy

- What attitude do we have towards job descriptions? Do we see them as fluid or static? If they're static, what can we do to be more fluid or flexible with them?
- Do we have someone on our ministry team now who would be a more effective leader with a revised position? If so, what can we do to move them towards that?
- What are the strengths of our existing ministry team? Do we have the right people serving in their strengths?

- What weaknesses do we need to overcome? Can we do it by redeploying or do we need to consider making team hires?

Leave Well

- How is our culture of honesty and transparency? Do we have a culture where our ministry team members can be open about their struggles, frustrations, and concerns?
- Has there been a departure in our past that did not go well? Do we need to seek forgiveness for how we treated a former ministry team member?
- What are we doing now to support, encourage, and invest in our ministry team members so that they don't leave with a sour taste?