

**Raising our game  
a practical approach to  
performance  
management of paid  
staff in churches**

February 2012

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# Raising Our Game

## A practical approach to performance management of paid staff in churches

### 1 Introduction

Most of us who are employed will have some form of 'appraisal' as part of our job requirements. For some of us, this is a painful, embarrassing or politically correct activity with little or no relevance to what we have done, want to do or ever will do. In other words: it is "a complete waste of time."

For others, the 'appraisal' is the management's excuse for explaining what the pay rise will (or will not) be. It is something to complain about, argue with or navigate around.

So, has performance management really anything to do with the life and ministry of the church? And can it be a **positive** experience?

### 2 What has performance management to do with church?

Performance management is about getting the best from people by helping them to achieve their potential for the benefit of the church.

In secular organisations, it has often been overly associated with issues like reward, but performance management should be much more than this. In church settings, it is about helping people achieve their best, serve the church and its purpose as well as identifying as early as possible any unhappiness or sense of things not going well.

Performance management needs to reflect and support the culture, strategy and style of a particular church. It is a good way to communicate to people what is expected of them, how they will be rewarded (if this is appropriate) and how the church will decide whether the person has been successful in their role. This will vary enormously from church to church – but experience suggests that the churches that do this well, to suit their style and approach, will have more fulfilled staff and achieve more with less pain than those that don't.

Churches vary from those with large teams of staff and professional management to those with only one paid worker. No system can work for all situations, but the principles can be applied to all, with details of methods and techniques being varied.

It might be helpful to say here that getting the right people into the right role is a critical pre-requisite. Many churches have poor policies, processes and practices that almost guarantee they will end up putting themselves and their 'employees' in the most difficult of positions. Long term employment issues and all the pain and damage to church reputation can be experienced when too little time is committed to ensuring we get a 'round peg in a round hole'.

In this paper we are focussing on individuals who are employed by the church rather than performance management of unpaid volunteers. Some of the principles are similar for volunteers, but they must be seen in the context of the voluntary nature of the work they do.

*Note: If the church has 'office holders' who are not employees (this applies mainly to Ministers in some of the longer standing denominations), care should be taken in the way performance in the role is managed. Recent comments in some employment cases before the courts suggest that close management of office holders can be an*

*indication of having an employer/employee relationship. If this is your situation, we advise taking specific advice on this before starting a performance management programme for the individual in question.*

It should be noted that whilst different denominations (and individual churches within those denominations) have differing organisational structures, the broad approach suggested in this paper can apply. As in all situations in life, it is the way we apply the principles in our own unique situations that will largely determine the relative success of our managing of people performance.

### **3 Why introduce performance management?**

We are called to be good stewards in all that we do and there is no reason why we would exclude effectively managing our time and efforts.

In churches, paid staff will very often be the largest annual expense and also potentially be those that have most impact; often being the full time leadership.

When things go wrong in employment, and sadly, even in churches they do, the emotional cost as well as the financial cost can be extremely high; at its worst, even pulling leadership teams and churches apart. As problems are reviewed, it is apparent that some of them would have been resolved completely, or at least better and less painfully, if there had been a system designed to review and discuss issues.

We see it as thoroughly 'Biblical'; helping to fulfil the teaching of the New Testament apostles in Ephesians 4, Romans 12 and Hebrews 13 (vs. 17). It helps fulfil the Old Testament wisdom writings that 'as iron sharpens iron so one man sharpens another' and 'wisdom is found in the council of many'.

There are, of course, simple 'good practice' reasons to have a process for managing people's performance, which is why almost all businesses have one:

- better achieving the aims and ambitions of the church;
- motivating people to greater achievements;
- giving people a greater sense of satisfaction;
- helping people to grow in their work competence and confidence;
- reducing pastoral problems;
- a clear basis for development and succession.

When done well performance management can:

- strengthen, encourage and challenge;
- motivate, develop and release potential;
- deepen trust and relationships;
- gain individual accountability;
- improve the churches activities;
- provide clarity on the church's overall aims and aspirations;
- convey common values about the church;
- improve communication with everyone throughout the church.

Sadly, the wrong understanding of 'performance management' in the church can result in:

- excess formality (see "setting things up – one to ones");
- trying to assess the wrong things (see "setting things up - setting targets");
- rewarding the wrong things (see "setting targets");
- having the wrong people do this (see "who should manage performance");
- destroying relationships or confidence (see "dealing with 'poor performance' ").

## 4 What makes "church" different?

We think it would be the wrong move to simply use common employment models of performance management in church, without thinking about what makes 'church' a different working environment from normal. This is important because, otherwise, you can find the process does not achieve what is wanted. It can even make things worse!

Church is not simply an organisation it is:

- the family of God;
- the body of Christ;
- the temple of the Holy Spirit;
- and also an army.

It is different from most secular organisations because it has objectives that are much wider than those of most employers. It **isn't** about "profit", whether long term or short term. It **isn't** about "customer service" –although good communication with 'stakeholders' does play a part. It **isn't** about a small group (the directors) getting everyone 'below them' to do what they want them to do.

The church **is** one of the few groups that is primarily about serving those who aren't members before those that are its members. It **is** somewhere that leaders are primarily accountable to God and not its members (although there is accountability to people as well). It **is** a place where 'God's calling' is vital and not just human achievement; so it is more dependent upon personality and unique gifting of people than normal jobs. All of these help make it difficult to comprehensively assess 'performance' with normal criteria.

There are some aspects about 'church' that incorrectly make people think performance management **can't** work. However, these are **no different** from many employers where it works very well:

- lack of size or professional HR staff. (Good family businesses in the same boat can do this very well);
- significant change or uncertainty. (This is also common in small business – possibly more than in church!);
- lack of formal reporting structures (This should not be a problem, see "who should manage performance");
- lack of formal measurable targets (Remember the teaching of the New Testament, and see "setting targets").

## 5 Setting things up

### One-to-ones

When setting up a Performance Management process, it's really important to realise that we are not talking about the dreaded 'annual appraisal'. Whilst an annual review of some description is always helpful, it is much more important that there are regular and frequent conversations throughout the year to make sure things are going the way we want them to go.

Just having an annual assessment is likely to be completely useless without having regular one-to-one meetings that are the key to making the management of anyone's performance effective and stimulating. Meeting on a monthly basis at a regular time is a great place to start – for churches with staff teams, the first Monday of each month at 10am, for example. For those with a full time Minister and the rest of the church as volunteers, this may be an evening 'how is it going?' session with one or two key leaders – every four to six weeks.

Talk about what has happened over the past four weeks, what has gone well (encouragements and celebrations of success are an important feature!), what hasn't and what we've all learned from it. Most importantly, if we were given the same four weeks again, what would we do differently to achieve an even better outcome? It is always good practice to concentrate on the outcomes of someone's performance rather than their input. Whilst we do need to thank people for hard work, we should really concentrate on what that hard work achieves.

Asking questions like "what have you done over the last month that you are pleased with?" and "what have you done over the last month that frankly you feel you could have done better?" are helpful in opening up a dialogue.

It should be primarily supportive; it is about helping, serving, speaking the truth in love.

The 'boss' merely sitting in 'judgement' over someone else, marking them out of ten like a judge on a reality TV show is unlikely to motivate or improve a person's contribution over a sustained period of time.

In a church context, who is 'the boss' anyway? It may be considered to be the church leader, who will be the focus of the 'review' if they are the only employee.

The annual review of performance then becomes more of a 'super one-to-one' looking back and forward over longer periods, a year rather than a month. More importantly, there will be no surprises. No sudden 3 out of 10's for poor performance (if indeed there has been any) as this will have been handled during the ongoing meetings.

### Job Descriptions

There are job descriptions for almost every job that exists. We can confidently say that, because almost every job that anyone has was given to them as a result of a conversation. That conversation may have been a formal interview or simply an informal chat, but the person looking for someone to get a job done had a basic idea of what they wanted achieved – and that is a Job Description. Sadly, many of these ideas that were in these people's minds never get written down or, if they do, they are written in such a way that makes no real and practical sense.

A Job Description is a short document that should list out what a person in that role needs to achieve. It should **not** be a list of duties to be completed. Many bad job

descriptions are just this and usually conclude with an open ended statement, in case we've forgotten something, that reads something like, *"and will do anything to further the work of the department, the organisation, the cancelling of third world debt, the development of a vaccine for....."*

A good Job Description can usually be captured on one or (at the most) two sides of A4. It is a document that focuses on the 'outcomes' or 'achievements' needed, rather than the inputs or activity a person might be engaged in.

For example, an *input* focused item for a church treasurer might be to "produce church accounts for dissemination to all church members". This would mean that all church members got a copy of the church accounts, but would not ensure that any of them actually understood what it all meant. What's the point of that?

The same activity could easily be worded to concentrate on the 'outcome' and be worded "to ensure that all church members understand the financial situation of the church." This might mean that that the church treasurer has to give more attention to communicating finance than simply preparing it.

For a church Minister, wording things like "church members regularly talk about finding the messages challenging and encouraging" would definitely be more helpful than simply asking that he, "preaches at least three times a month on a Sunday morning." Outcome not input focused. What do we want the result to be?

A suggested layout with some basic wording is shown in Appendix 1.

## Setting targets

Targets are essential but, sadly, there is a lot of unhelpful material generally available on the setting of targets. We often hear about the plethora of government targets set for parts of the public sector and almost always these are spoken of in a derisory way. You can put all the energy and enthusiasm you can muster into firing an arrow from a bow, but without a target to aim at it all seems pretty pointless and the original enthusiasm for the task will soon evaporate.

The first thing to clarify is that whether we use the word targets or goals or objectives or key result areas, they all mean the same. It's the desired output we are thinking of. Simply choose one of those words and stick to that one.

The second myth we need to dispel is that of 'annual' targets. The chances that we will be able to accurately predict what outcomes we will be requiring from a particular person in one year's time these days, when everything is constantly changing, are almost zero. Setting targets to direct a person's energies in a certain direction are best set over a much shorter period of time – a month to three months is probably best. If, for some reason, it is necessary to set an annual target, it must be broken down into small 'bite sized chunks', otherwise it will almost surely fail to be met. The annual budget is a good example of this. We need to achieve a certain level of spend during the year, but we recognise that simply leaving the money in an 'annual pot' would not help us manage our finances well on a day to day basis. So, we break it up into monthly 'chunks'.

It is also best to set relatively few targets at any one time. Research clearly shows that when asked, people can only readily remember three or four of the Ten Commandments. Most people can remember three or maybe four items when they go shopping, after that they need a list. If we want these targets to be the priorities that our people are working on, that are not simply confined to the bottom drawer, it's better to set a few, to be achieved over a relatively short period and, when these have

been achieved, gradually set more. Doing things this way will mean that there is opportunity to praise someone for a great many achievements at the end of year review.

This provides another helpful question that can be asked during our monthly one-to-one meetings, "what do you think would be good to concentrate our energies on over the coming month?"

There is also a distinction between performance and 'behaviour'; although there may be a significant degree of overlap in a church worker being effective. You can have great character with fine behaviour; honest, loyal, faithful, disciplined, teachable, punctual, etc., but still not be 'effective' in your work. Alternately, you can be highly efficient, but have significant behavioural weaknesses which can undermine all that is done.

Behavioural issues need to be dealt with as part of 'performance management', as well as any performance issues. These can sometimes be quite difficult to deal with, so talking things over with someone else first may help. Some discussions on behavioural weaknesses require a high degree of openness, trust and commitment which may take a time to establish between employee and 'reviewer'.

They will require discussion as part of 'performance management', where potential weaknesses are clearly impacting upon working effectiveness. Such discussions require wisdom as well as clarity, but do form part of church life and whenever these are required, remember the guidance in Ephesians "speaking the truth in love we will in all things grow up into Him who is the Head, that is, Christ."

We set out later our thoughts on who should manage performance and on how to manage what is perceived as 'poor performance'.

## **SMART targets**

You may have also heard about SMART Targets. SMART is an acronym that stands for:

**S** specific

**M** measurable

**A** achievable

**R** realistic

**T** timetabled

You may not enjoy this formulaic approach, but it is helpful to remember that we sometimes use words that can be understood or interpreted in a very subjective way, leading to misguided activity. You may tell me to 'improve my communication' meaning you want me to write e-mails or memos clearer by using fewer long and complicated words. On the other hand, I might understand you to mean that I am far too quiet when I speak and might now be shouting at everyone, believing that this is helping the situation and pleasing you.

A target like: SPEND MORE TIME ON PASTORAL VISITATION is very unlikely to achieve what is really wanted as an outcome because it's so poorly defined. Spend how much more time? To what end?

Reword it as: EVERY FAMILY UNIT IN THE CHURCH TO RECEIVE AT LEAST ONE PASTORAL VISIT BY THE END OF THIS CURRENT YEAR will undoubtedly get you closer to the outcome you might be looking for.

When setting these SMART goals, it might be helpful to remember that they are arrived at by way of a discussion and that discussion must answer three fairly basic questions:

What do we want to do? *Increase the level of pastoral visitation and care*

To what end? *Every family receives attention*

By when? *The end of this year*

*Take a look at the Weasel Words (in Appendix 2) that need to be avoided.*

## 6 Who should manage performance?

It's clear from the Old Testament that the Prophets knew who they were answerable to. The disciples in the New Testament knew who they were answerable to as well.

Whilst we're all answerable ultimately to God, it is important that people know who is accountable for their performance in the church and to whom. This should be agreed **well before** placing anyone into a position. In most cases, this is easily decided. Not so easy when we are talking about senior positions, but it is just as crucial, if not more so.

Whoever is looking after the performance of another is performing a role. Many people see that role as a sort of judge, like on a TV reality show, merely passing judgment on what they think of 'the performance so far'. But that is far from the case. This role is far more like that of a coach than a judge. It is important that we assess how well someone is doing, but not so we can press a button and remove them from the stage. We assess how someone is doing so that we can encourage them and, with them, work out a programme for using their skills and talents better and develop areas that are (at present) weaker.

The best person to do this may not be in a 'line manager' position as in a business, but it is important to get the right kind of person to work as their coach.

It seems clear from Scripture that some church leaders/elders and even whole leadership teams were happy for Paul to 'manage their performance', even though he was not a member of their particular congregation. That may be useful to remember in your specific situation. Whatever you decide, it must be decided and is best decided before a position is filled.

It's also clear from Scripture that Paul gained some of his insight into various churches from other honourable and trustworthy individuals who knew the situation well and could contribute some genuine feedback. Likewise, feedback from others who have a perspective on a person's performance can always be invited to provide a more complete picture of performance. It's equally important that this additional feedback is then owned and assimilated by the person feeding back. It would be entirely inappropriate to say, "well, Frank tells me ....."

There is then the question of whether performance is managed by a small group or by one person. There are advantages and disadvantages of both approaches. Ultimately, a key part of this decision is the level and nature of relationship that the staff member has with different individuals. These relationships may well be the single most important aspect in whether the staff member is effective and fulfilled in what they do and careful thought is, therefore, required.

Some key questions to ask in relation to this question:

- What is the position of the staff member? (The more 'senior'/responsible they are, the more likely it is that it will be a small group rather than one individual undertaking performance management)
- How 'strategic' or 'unstructured' is the role of the staff member? (The more strategic and unstructured it is, the more difficult it is to manage performance and a wider group may be needed to bring balance to the management).
- Who has to make decisions about the work of the staff member? (As the person who has to make decisions needs to be involved in performance management in some way).
- What is the depth and quality of the relationship between them? (If the relationship is only functional and there isn't a depth of understanding, this can hinder openness and encouragement, since the 'manager' isn't on the same wavelength. This then involves open discussion with the manager and the possibility that another experienced person is also involved alongside).
- What is the approach and attitude of the 'manager'? (There are times when the roles are not always filled by people who are supportive and think well of the staff member. Frictions can occur on what is done and the way it is done – especially between spiritual leaders and trustees. Negative attitudes between 'manager' and staff member will seriously hinder the process. Conversely, in some churches the idea of any thing other than complete agreement and support of a senior leader would be considered 'wrong'. This also is unhelpful as every one of us is helped by the honest feedback of others).

In many cases, the choice of who should manage another's performance is an easy one. In other circumstances, often when it involves more senior roles, it might be quite difficult. Using a business example may be helpful to illustrate this.

In a company, it is easy to see that different levels of manager look after the performance and the development of those who naturally report to them, right up to senior managers who constitute the board and are managed by the Chief Executive Officer. But who manages the CEO? Well, in most cases, it would be the Chairman. But then you have the same question again. Who manages the performance of the Chairman? You will ultimately get to the point of recognising that the performance of the Chairman is judged by the shareholders. They have the final say in whether the company is performing sufficiently well or not.

Now in a church setting, we have to understand that ultimately the performance of 'the Chairman' – the 'church leadership' will be decided by the congregation. Like shareholders who vote with their feet (or the selling of their shares), a church leader's performance may ultimately be judged by whether people are coming or going.

The initial decision on *how* to undertake performance management may not always prove to have been the right one. Issues of personality and of training can make it difficult or even unworkable. Therefore, one of the issues that does need to be covered in the performance management process is "how effective is this process for the people involved?"

## 7 Giving Feedback

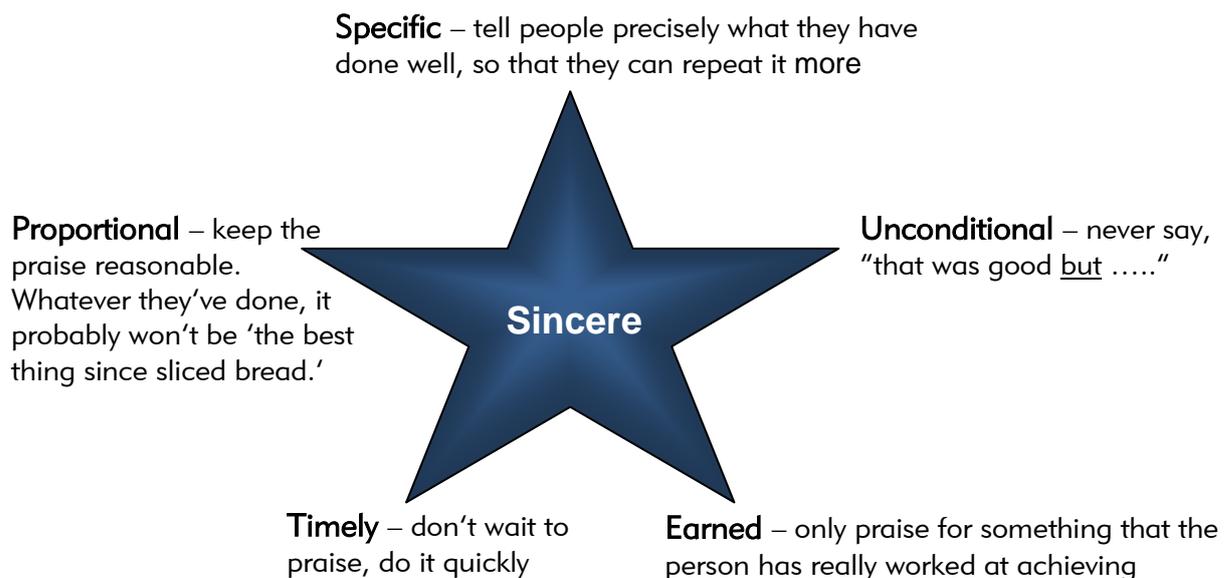
### Praising People

We sometimes feel that giving people praise is somehow 'wrong' because, as Christians, we are to be humble and self effacing. There was no-one more humble or self effacing than Jesus, but he accepted the praise *that was his due*. Similarly, we should give praise when it's due for things that people have done when it is done well.

Most of the performance that people put in most of the time in most jobs, they do well. It should, therefore, follow that most of the comments passed to people about their performance should be congratulatory. Just ask yourself, from your experience, in any walk of life, is this true? The chances are that we have all been in situations where the way people find fault, you would think there was some kind of reward for it. If we are providing feedback for employees, we do need to be characterised as those who go looking for people getting things *right* not for them getting things *wrong*.

We will inevitably need to tell people that they are not performing an aspect of their job well at some point and that is never a pleasant task, but we will find it so much easier to accomplish if we have 'banked the credits' by praising them for the things they have done well beforehand.

When providing praise, it is useful to remember that there are a few useful characteristics that praise should always observe.



## Dealing with “poor performance”

Dealing with poor performance is the one area that people always dread and, therefore, usually avoid. When we do that, it's almost like we're validating that behaviour. It is worth remembering that the person whose performance is below standard is possibly completely unaware of it. Simply pointing it out to them (whilst difficult and possibly unpleasant) is often all that is needed.

A useful discipline is to ask oneself the following questions:

*(a) Exactly What Behaviour* is leading to poor results? If I had to capture the poor performance on film, what would I point my camera at? If I could show them an invisible observer, what unsatisfactory features of their work would I want to point out? Can I give specific examples rather than vague generalisations?

*(b) How Does This Behaviour* adversely affect the church? Can I make out a reasonable case that it is costing us money, or effort, or time, which would be better spent elsewhere, let alone the cost of damaged relationships? Can I demonstrate the ways in which it has an adverse affect on our reputation?

*(c) Would Any One Else* see the same poor performance as I see it and interpret it in the same way, or am I being eccentric?

*(d) Am I Over-generalising* on too little evidence, or on the basis of small traits that I dislike?

If your answers are reasonably satisfactory - in other words, you are confident that you are dealing with a real problem and not one of your own imagining - then you should be able to answer the toughest questions of all:

*(a) What's The Alternative, And Why?* Do I have an alternative suggestion that I can communicate clearly? How can I encourage the other person to adopt more effective ways of doing things? How sure am I that my way is any better?

*(b) How Can I Help The Person To Want Better Performance?* What can they realistically do? What might I and others need to do in parallel? How can I build up the person's confidence? How shall we monitor and maintain progress?

Finally, it's useful to meditate on the large number of successful people who have significant or even massive failures behind them. People who make no mistakes do not usually make anything.

Moses would never have been given a second chance in many of today's top companies after having made such a tragic mistake in Egypt. Ever wondered how a tennis player can serve a tennis ball at speeds of up to 130 miles per hour? It's because they know that if it doesn't quite work out the first time, they have a second chance.

Now, there is a big **but** here. You cannot duck the difficult job of having a conversation with someone who is under performing. There are many organisations who have not addressed poor performance, usually because it's difficult, only to find that 'every tennis ball is hitting the net'.

Equally, there are as many organisations who don't praise people for the excellent performance they put in. This is just as bad – if not worse. If you think about it, probably 90% of your performance in your role is good, if not excellent. So, it should follow that 90% of all the feedback you get should be praise.

Make sure that feedback to people – good or bad – is honest, sincere and timely.

## Development

Whether performance is satisfactory or not, there are always areas that could be improved. When the subject of development is raised, it often makes people think that it has to be somehow an expensive process. This is definitely not the case. Firstly, let's understand that most development should **not** happen 'off the job'. In other words, not on a training course or the like. Most development should happen where people work on a day to day basis.

It's important to identify clearly why you want to develop a certain skill or understanding. Is it because we genuinely need it? Or are we doing it simply because someone is not that good at doing something and, to be honest, if they were really good at it, it really wouldn't make that much difference.

Then we must think about how this particular individual learns best. This is usually the way they enjoy things best. For some it could be reading, for others they enjoy interacting with others best, for someone else using their computer. The person themselves will often be able to identify their preference very easily.

After the development has taken place, it is crucial that we evaluate the development that has taken place. Was it effective in changing the person's performance? Can they do things better now and/or with more confidence? Was the method of development a good one? If not, how would we do it differently next time?

Appendix 3 contains 50 Ways to Develop Yourself (and others). Some of these may not be most appropriate in your situation, but may help you to think how you can more creatively develop someone – or even yourself.

## 8 Summary

There are good arguments for performance management. Few would argue with the principles. Well designed and well implemented performance management helps a church support and develop its staff and define its direction, vision and activities. It can then allocate its people and resources effectively. It should improve performance, motivation and delivery of services through greater clarity and understanding of tasks and responsibilities. Ultimately, it will contribute to the aspirations of the church and to God's glory.

## 9 And finally... 10 ways in which you can contribute to improving people's performance

1. Expect excellent performance - and don't accept poor performance.
2. Communicate some stories about excellent performance you have seen or experienced.
3. Believe that people are capable of achieving what often seems impossible and communicate that belief to them.
4. Find out what switches them on and release energy by providing opportunities for them to experience success.
5. Ensure that they are given the time, resource and opportunity to develop the necessary capabilities to achieve success.
6. Show you're on their side by getting resources for them and working with them on overcoming difficulties.

7. Find out what they think that you (or others) do that hinders them - and get them to help you do something about it.
8. Concentrate on those who are experiencing failure, setbacks, and personal difficulties - help them up and help them on.
9. Make success visible - notice, appreciate, praise, celebrate and publicly applaud success.
10. Make sure you set yourself a target entitled 'Improving My People's Performance' and that you set time aside to apply these rules!

If you wish to discuss anything from this paper or you would like more help on the issues raised, please contact:

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Steve Prince also provides training for churches on Managing Performance together with a wide range of other skill areas for those in leadership positions.

## APPENDIX 1

### A Job Description

Job Title:

Reporting to: *The position of the person who will 'manage' this person*

Accountable for: *Any job holders that this person will 'manage'*

Broad areas of accountability:

1. *The big chunks that the whole job breaks down into – usually 4 – 8*
- 2.
- 3.
- 4.

Accountability 1 *Drawn from the list above, you now detail the outcomes*

Performance is effective when:

- 
- 
- 

Accountability 2

Performance is effective when:

- 
- 
- 

*And so on until all the Accountabilities and their outcomes have been detailed*

## APPENDIX 1A

# A Job Description for a senior church leader

## SENIOR PASTOR

**Responsible to:** Nominated Elder  
**Responsible for:** Associate Pastor  
Youth Pastor  
Church Administrator

### Areas of Accountability

1. To provide strategic and visionary leadership.
2. To ensure the Vision, Values and Beliefs of the church are practically enacted.
3. To plan for and deliver a planned teaching programme for the church.
4. To provide the outreach impetus for the church.
5. To ensure the smooth running of the functions of the church.

### Accountability 1

Performance is effective when:

- the church has a set of Vision, Mission and Values statements;
- the church has an agreed strategic plan to achieve its aims and objectives;
- members of church staff understand the aims and objectives of the church;
- there is a development process designed to advance emerging and existing leaders.

### Accountability 2

Performance is effective when:

- there is measured movement in the broad direction of the church statements;
- church members would agree that the church is behaving consistently with the church's statements.

### Accountability 3

Performance is effective when:

- a strategic plan for Bible based teaching is created and maintained;
- the teaching delivered is impactful to the practical living of those in the church.

### Accountability 4

Performance is effective when:

- the church has an outreach strategy;
- outreach events are clearly judged as meeting the aims and objectives of the strategy;
- the church is reaching socio-economic groups in a minority or absent in the church.

### Accountability 5

Performance is effective when:

- there are recognised and coordinated processes for effective line management;
- the church's functions are delivered on time and within budget.

***THIS SPECIMEN IS INTENDED AS ILLUSTRATIVE AND NOT COMPREHENSIVE***

## APPENDIX 2

### Weasel words

Beware the 'managerial' words that often look like we know what we're doing, but are almost always subjective and will inevitably lead to arguments about what was really meant. Words like those below are universally unhelpful.

- liaise
- satisfy
- increase
- decrease
- optimise
- communicate
- reasonable
- appropriate
- justifiable
- minimum
- maximum
- allowable
- highest
- lowest
- desirable
- relationships
- approximate
- adequate

Their main fault is that they are not sufficiently precise - they may indicate a **direction**, but do not define **how far**.

There are also those words which should be avoided because they suggest that the target is more about activity rather than outcome.

The following in-exhaustive list shows some examples, with (in brackets) some possible substitutes which are probably better.

administer	<i>(achieve)</i>	examine	<i>(decide)</i>
analyse	<i>(decide)</i>	expedite	<i>(obtain)</i>
arrange	<i>(implement)</i>	facilitate	<i>(provide)</i>
assist	<i>(advise)</i>	follow-up	<i>(review)</i>
assure	<i>(notify)</i>	investigate	<i>(decide)</i>
collaborate	<i>(achieve)</i>	manage	<i>(obtain)</i>
consult	<i>(ask)</i>	observe	<i>(appraise)</i>
co-operate	<i>(achieve - inform)</i>	participate	<i>(decide - inform)</i>
co-ordinate	<i>(decide)</i>	search	<i>(find)</i>
develop	<i>(prepare)</i>	study	<i>(appraise)</i>
discuss	<i>(inform - prepare)</i>		

Also, please avoid using words and phrases like:

More spiritual	'Deeper'	More prayerfully minded	
More honest and open by the Spirit	Open to the word Less worldly	Listening to God	Led
Not receiving the cross of Christ		A pious approach	

These are thought by many to be highly spiritual, but are, in fact, little more than ecclesiastical jargon, failing to communicate the precise nature of any change that needs to be made.

## APPENDIX 3

# 50 Ways to Develop Yourself (and others)

## Individual Learning

1. Develop your learning skills
2. Guided reading
3. Write a report summary
4. Write a book review
5. Keep a 'learning log'
6. Listen to tapes or CDs 'on the move'
7. Computer-based learning
8. Study for a professional qualification
9. Undertake an open learning programme
10. Gain an NVQ

## Group Work

11. Visit other churches or organisations
12. Action learning
13. 'Adopt' a company or organisation
14. Serve on a task force or working party
15. Participate in a business game or simulation
16. Self-managed learning
17. Outdoor training
18. Attend a training course

## Change of Duties

19. Undertake a secondment to another organisation
20. Take up office in the community
21. Undertake a secondment or 'job swap' within your organisation
22. Undertake a sabbatical
23. Carry out a short project attachment to another organisation
24. Work shadowing
25. Act as a non-executive director
26. Deputise for your manager
27. Take on new responsibilities

## Represent Your Organisation or Colleagues

28. Represent your organisation or profession
29. Serve as a staff representative or shop steward
30. Serve an education/industry link organisation
31. Work on a community project

## Respond to Guidance

32. Respond to guidance from your immediate manager
33. Accept newly delegated responsibility
34. Respond to all round feedback
35. Use guidance from a mentor
36. Identify a manager who is excellent at developing people
37. Use diagnostic instruments

## Creative Skills

38. Carry out a constructive 'post-mortem' on a success or failure
39. Change the way you tackle your work
40. Use each inspection as a learning opportunity
41. Write a major report
42. Analyse the actions of effective leaders
43. Take part in a debate
44. Benchmarking

## Build up Contacts

45. Join a user group
46. Actively participate in a professional Body
47. Develop a Network
48. Join a Support Group

## Develop Others

49. Coach your Colleagues
50. Delegate Part of your Job