

PASTORAL

SEARCH MANUAL



PART 2



**WHO ARE WE LOOKING FOR?
EXERCISES FOR HELPING
CHURCHES CLARIFY PASTORAL
PROFILE**

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HOW THE EXERCISES WORK

When churches begin the process of looking for a minister, many unrealistic expectations can creep in. Sometimes people can draw up a wish list of qualities and skills that only an angel with an MBA could hope to begin to fulfil!

Often the main sources of conflict in church life come from unclear roles and unarticulated or unrealistic expectations.

These exercises are designed to enable your Ministry Search Team and whole congregation to begin a more realistic and focused approach to the development of a pastoral profile for a prospective minister.

Activity 1 begins the process by analysing the strengths and weaknesses of the congregation. It then asks the important question as to whether we want someone to “plug the gaps” or someone to help us develop our strengths.

NB: This activity is best to be done by the whole congregation before the ministry search process begins. It can be usefully linked with Activity 2.

Activity 2 can also be done by the whole congregation and begins the process of thinking about the sort of person we need as our leader.

Activity 3 is a more detailed exploration of the qualities we are looking for. It helps to recognize that a person cannot be a specialist in every area, and they will need to be freed from some areas if they are to work in others. The exercise also helps us to be clearer about what exactly we all mean by certain areas of expertise like “pastoral” or “good communicator”.

This activity is of particular value to your Ministry Search Team as they begin drawing up the pastoral profile. However, it could also be usefully done in a home group context, and the findings fed back to the Ministry Search Team.

Activity 4 is dependent upon knowing the consensus from Activity 3 about the two key areas of competency. It is a helpful reality check for the Ministry Search Team – clarifying whether what we are asking for is actually achievable. It is also of enormous educational value for the whole congregation in a time of pastoral vacancy.

- You will need to make sure that someone is appointed scribe/gatherer of information for each activity, so that everything is fed back to the Ministry Search Team.

We hope these exercises will be helpful in assisting the search process and clarifying roles and expectations.

ACTIVITY 1 - WHAT DOES THE CHURCH NEED?

AIM:

An exercise to help your congregation identify your own strengths and weaknesses as a means of discerning what skills/qualities are needed in a minister/leader.

Two alternative exercises are offered. The first may be of more value in a smaller church and the second in a larger.

TIME NEEDED: 60 – 90 minutes.

YOU WILL NEED:

1. Enough bags of 50x10c coins for every 5 people likely to attend the meeting. (Banks will supply bags of coins, which you can take back after the exercise. Alternatively use other tokens that are easily stacked).
2. Copies of the sheet (attached) for each group, with your own amendments as necessary.
3. A large sheet of butcher's paper with each category listed, and room to add peoples' scores, and make a total at the end such as:

CATEGORY	GROUP SCORES	TOTAL
Worship	20, 9, 16, etc.	
Outreach	0, 2, 5, 1, etc.	

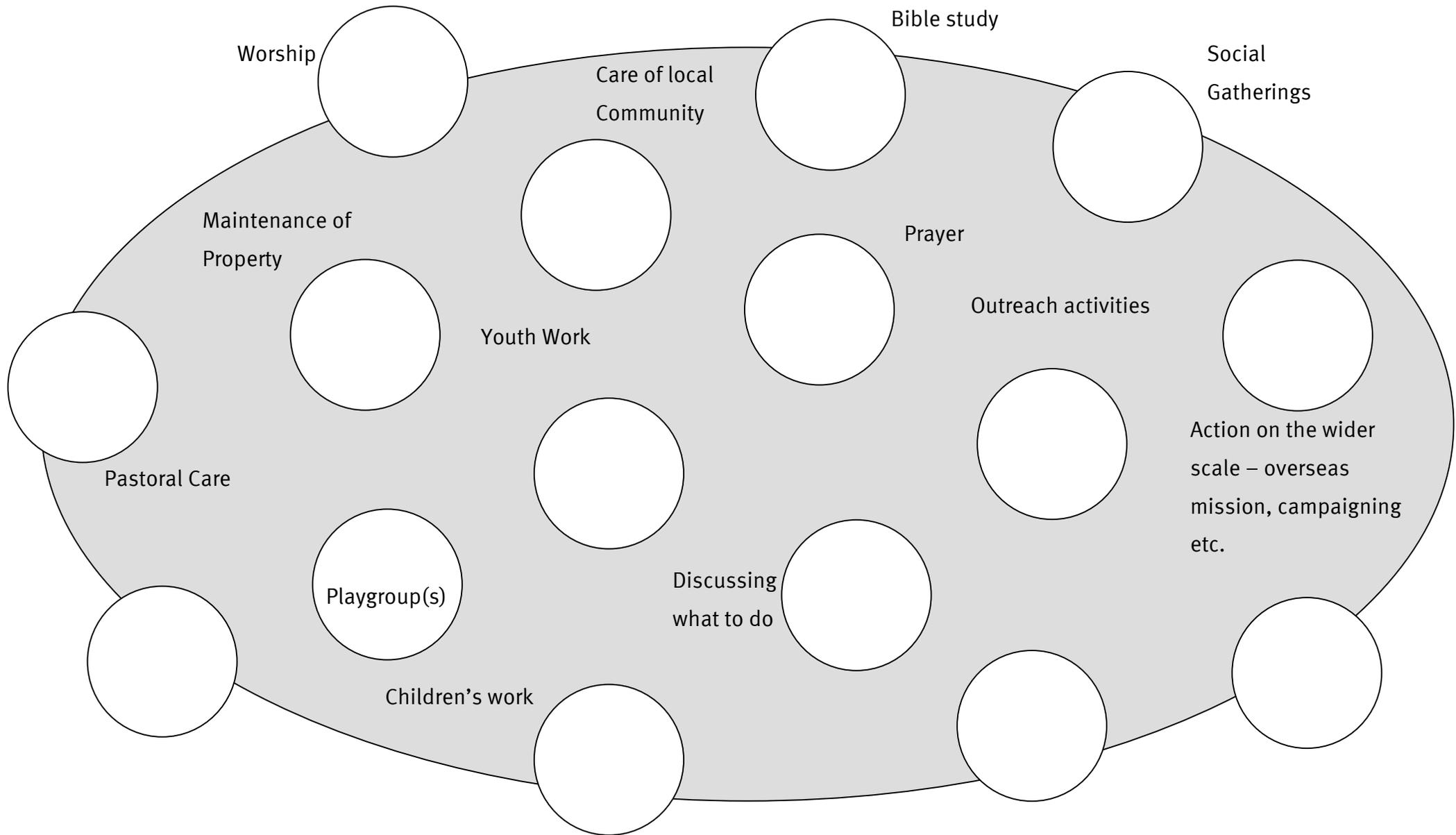
4. Some felt pens and pens.

INSTRUCTIONS:

1. Ask people to sit in groups of 4-5 and hand out the bags of coins, sheet and a pen.
2. Explain their task is to divide the coins between the different categories in proportion to the 'energy' that goes into each one. You will need to explain that 'energy' means the time, effort and commitment that the different activities demand or elicit. It is not about how much of our budget they consume; rather about the energy people put into them.
3. Allow 20 minutes, and then see if people need more time.
4. People can circulate around the other groups and get others to explain their coin piles. (10 minutes)
5. Opportunity is given to go back to the original group and make any amendments in the light of others views, but no one is under any pressure to change.
6. Ask people to convert their coin piles into numbers and write these on the circles.
7. Individuals can then come and write their scores onto the butcher's paper.
8. The leader adds the scores, and asks people to reflect on the combined totals. What is taking up most energy? What do we feel about the areas where little seems to be happening?
9. Now, in the light of this exercise (remaining in groups), ask:
Do we want a minister/leader that will:

- Help us to gain strength in the areas where we are currently weaker?
 - Assist us to do what we already do well better?
 - Take us in a new direction entirely?
10. After 10 minutes in groups, move into a plenary discussion.
 11. Make sure someone minutes this discussion for future reference.

You can now move on to look in more detail at the qualities desired in a new leader.



Decide where the energy in your church goes. NB: Some circles are blank for you to fill in specific ministries in your church.

ALTERNATIVE EXERCISE - FOR LARGER CHURCHES

YOU WILL NEED:

1. A large grid over 3 pieces of butchers' paper (as below).
2. Red & Blue felt pens.

INSTRUCTIONS:

1. Produce a large grid of your church's ministries.
2. Put on the wall in key position for people to easily sign (provide felt pens).
 - **Red** = primary focus – main commitment i.e. the main way in which you feel that you serve within the church community e.g. Pianist.
 - **Blue** = secondary activities i.e. other ways that you serve in the church, e.g. morning tea roster, co-ordination of badminton group.

NB: This isn't simply about turning up to activities, but ways that people feel that they shape and contribute to the ministry of the church.
3. Ask people to sign their names in the squares where they currently work.
4. Have it up for 3 weeks and keep explaining the process each week.
5. When grid is complete transfer names to numbers and reproduce grid, scoring 2 for primary involvement, and one for secondary activities.
6. Circulate the completed grid – perhaps on an A4 sheet for everyone who participated, and ask people to reflect on what the grid reveals.
7. At a meeting discuss in small groups:
 - 7.1. Where are most people involved? Is this okay? Does it reflect our mission statement/aims/beliefs about church?
 - 7.2. What do we feel about the areas that involve very few people?
8. After 15 minutes in groups, then move into a plenary discussion.
9. Now, in the light of this, what do we want a new leader to do?
 - 9.1. Help us to gain strength in the areas where we are currently weaker?
 - 9.2. Assist us to do what we already do well better?
 - 9.3. Take us in a new direction entirely?
10. Make sure someone minutes this discussion for future reference.

SAMPLE GRID

Worship Planning	Worship leading music etc.	Bible study groups	Care for local community	Prayer groups
Missionary support	Political action & campaigning	Property maintenance	Finance	Administration
Outreach activities	Youth	Children	Seniors	Playgroup
Young adults	Pastoral care	Women's ministry	Men's ministry	Sporting activities
Hospitality/ catering	Library	Other	Other	Other

ACTIVITY 2 - QUALITIES NEEDED IN A MINISTER

AIM:

To begin to decide on some key qualities needed in a prospective Minister in the light of Activity 1.

TIME REQUIRED:

60-90 minutes including a coffee break.

YOU WILL NEED:

1. To copy the label template onto enough sets of labels for each group you will have working on the process (5-6 people per group).
2. To cut the labels up and put the individual qualities into envelopes for each group.
3. Five large sheets of butchers' paper, each with one of the following headings:
 - Essential
 - Desirable
 - Neutral
 - Unhelpful
 - Disqualification
4. To display the sheets on the wall with BlueTac or similar, where they can be easily reached by people.

INSTRUCTIONS:

1. Get into groups of 5-6, by numbering people, depending on how many people in the gathering. This is to try to get as good a spread of ages, genders and interests in each group as possible.
2. Hand out envelopes of labels.
3. Ask the group to work together and put the qualities expressed by each label into one of these 5 classifications (point to the sheets on the wall).
 - Essential
 - Desirable
 - Neutral
 - Unhelpful
 - Disqualification(This will need at least 20 - 30 minutes)
4. Once each group has had time to work on the classification of the qualities, ask each group to stick their labels under one of the classifications on the wall.
5. Have a cup of coffee while a few people work out the results of this exercise, i.e. key areas of agreement particularly in the Essential & Desirable categories, and any obvious disagreements that need exploring and talking through.
6. Get the group to reflect together about what they are saying, and draw up an agreed list of essential/desirable qualities for the Ministry Search Team.

Extrovert	Confrontational	Speaks in Tongues
Musical	Organised	Equipper Of People
All Rounder	Committed to the Bible	Good Listener
Hard Worker	Reflective	Delegator
Youthful	Sense of Call	Hones
Ecumenical	Team Person	Copes Well with Stress
Married	Prayerful	Sense of Humour
Evangelistic	Self-Aware	Heart for Local Community
Woman/Man	Self-Starter	Effective Communicator
Charismatic	Pastoral Heart	Strongly CCVT
Team Player	Bi-Vocational	Has Children
Social Drinker	Divorced or Separated	Perfectionist
Missionary Minded	Committed to CCVT	Strong Social Conscience
Competent Preacher/Teacher	Has had Several Pastoral Appointments	Able to Keep Confidences
Ability to Deal With Criticism	Had Experience in the Workforce	Visionary and Strategic Thinker
Growing Relationship With God	Understands Dynamics Of Conflict & How to Face it	Relates Warmly to People Both Inside & outside The Church

ACTIVITY 3 - DISCERNING THE SPECIFIC SKILL AREAS NEEDED

AIM:

To develop a more detailed profile of the key skills required by a prospective minister, and to help clarify our expectations of the role.

At various times churches need a minister to have a particular area of developed proficiency. This card game is a process for assisting Ministry Search Teams to identify what specialized competencies are most important in a pastoral leader for the next phase of its ministry. It could be adapted to use with the whole church if this seems helpful.

TIME NEEDED: 90 minutes

ASSUMPTION:

That there are certain skills we would expect anyone commending themselves for pastoral ministry to have to some extent. This would include some proficiency in (or capacity to quickly hone the skills of):

- Engaging people in pastoral conversation;
- Preparing and delivering a sermon;
- Leading people in public worship and prayer;
- Leading discussion/study groups;
- Ministering through baptism, communion, funerals and weddings;
- Chairing/facilitating a meeting.

This assumption allows us to focus this game upon areas of developed proficiency, not the usual stuff of pastoral ministry.

YOU WILL NEED: You will need to be meeting somewhere with photocopying facilities, and have scissors or a guillotine.

PHASE 1

- 10 cards for each member of the group.
- Photocopy the first skill set (page 13) and cut and paste the skills onto each card.

PHASE 2

- Enough copies of the 2 relevant skill sets (pages 14 – 23) for there to be one set for every member of the group.
(Alternatively, if without a photocopier, simply copy all sheets of skill sets for each member of the group beforehand, and people can select the relevant two and mark their preferences on the sheet. Pens will be needed.)

PLAYING THE GAME - FIRST PHASE:

- Each member of the pastoral search group is given 10 cards. They are:
 - A minister who can help a church to change.

- A minister who can nurture a church's spirituality and help a church to connect more deeply with God.
 - A minister who can help a church to become a community in which people feel valued and cared for.
 - A minister who can help a church organisation to function smoothly with good levels of communication and efficient processes.
 - A minister who can communicate God's message in a way that draws a response.
 - A minister with an ability to help a church to embrace within its life a diversity of cultures (e.g. nationalities, ages, theological preferences).
 - A minister who can help a church to develop its ministry to a particular target group (e.g. youth, children, seniors, people on the fringes of the church).
 - A minister who can cultivate an environment in which people of different life experience can grow in their faith.
 - A minister who can lead a church into missional engagement with its community.
 - A minister with an ability to identify, develop and support leadership - both current and potential.
- Each person is asked to eliminate the cards that are least relevant to the church's situation.
 - Each person then selects the card that they think reflects the competency in ministry that the church most needs its minister to have. They then discuss what they have chosen with the whole group, and why.
 - Each person then selects their second preference, and discusses their reasons for this choice.
 - They then pray/negotiate/reflect together to determine a group consensus of the **two** most important areas of competency for this pastoral appointment. Once they have selected two, they must repeat the process and come up with their consensus first preference.

PLAYING THE GAME - THE SECOND PHASE:

- Once the first preference is established, a secondary round begins which assists in further clarifying the first preference.
For example, if the group has identified as its first preference the card:
 - A minister who can help a church to become a community in which people feel valued and cared for.

They are then presented with a second group of strips as follows:

 - A minister who is a frequent and gifted visitor.
 - A minister who is able to develop a culture and systems of mutual care within the congregation.
 - A minister who is a gifted counsellor.
 - A minister who is able to nurture people through life transitions.
 - A minister who is able to help a church become an accepting and welcoming congregation.
 - A minister who has a very pastoral approach to preaching.
- Each person is able to select 3 of these strips, and then engage in a process of developing a group consensus on the most important 3.

- The group then decides which is the most important skill area of the 3.

PLAYING THE GAME - THE THIRD PHASE:

If it seems appropriate, a third phase may repeat the second phase with the area that became the Ministry Search Team's second consensus preference.

This process should produce a much clearer understanding of what skills and qualities are needed in a prospective minister and this can then be written into the pastoral profile.

<p>A minister who can help a church to change.</p>	<p>A minister who can nurture a church's spirituality and help a church to connect more deeply with God.</p>
<p>A minister who can help a church to become a community in which people feel valued and cared for.</p>	<p>A minister who can help a church organisation to function smoothly with good levels of communication and efficient processes.</p>
<p>A minister who can communicate God's message in a way that draws a response.</p>	<p>A minister with an ability to help a church to embrace within its life a diversity of cultures (e.g. nationalities, ages, theological preferences).</p>
<p>A minister who can help a church to develop its ministry to a particular target group (e.g. youth, children, seniors, people on the fringes of the church).</p>	<p>A minister who can cultivate an environment in which people of different life experience can grow in their faith.</p>
<p>A minister who can lead a church into missional engagement with its community.</p>	<p>A minister with an ability to identify, develop and support leadership - both current and potential.</p>

A Minister who can help a church to change

A minister who is gifted in strategic planning.

An experienced minister who has had a diverse range of previous pastorates and can help a church explore new options.

A minister who can raise a congregation's awareness of its need to change, while still caring for people in their anxiety about change.

A minister who is gifted in utilising worship, in a sensitive and genuine way, to help a congregation see the need(s) for change.

A minister who knows how to access and assess the demographics and needs of a local community and fashion a church response.

A minister who is able to facilitate interactive congregational discussion, demonstrating an ability to hear, and help be heard, all points of view.

A minister who understands how to develop and how to change the culture and vision of a church.

A minister who can develop the church's programs in such a way that the church grows numerically.

A minister who can nurture a church's spirituality and help a church to connect more deeply with God.

A minister who is passionate about discipleship; grounded in and nourished by God's Word.

A minister who models, teaches and thoroughly engages with disciplined prayer (personal and corporate).

A minister who is less "program orientated" and more concerned with providing space and opportunities for the church and its people to seek God and reflect Jesus Christ.

A minister who prioritises his/her own framework for spiritual growth (i.e. has a spiritual director or other means of being accountable for his/her own continuing spiritual formation).

A minister who can lead a congregation into vibrant experiences of encounter with God.

A minister who can help a church to "hear what the Spirit is saying to the church".

A minister who is gifted in leading creative, reflective worship.

A minister who can help a church to become a community in which people feel valued and cared for.

A minister who is a frequent and gifted visitor.

A minister who is a gifted counsellor.

A minister who is able to develop a culture and system of mutual care within the congregation.

A minister who is able to help the church become an accepting and welcoming congregation.

A minister who is able to nurture people through life transitions.

A minister who has a very pastoral approach to preaching.

A minister who can help a church to resolve differences of opinion and conflict.

A minister who can facilitate and support a strong small group network within the church.

A minister who can help a church organisation to function smoothly with good levels of communication and efficient processes

A minister who is able to balance giving strong leadership with appropriate delegation.

A minister who knows how to set church goals and evaluate and achieve them.

A minister who has skills in the processes that help everyone in a church to know what is happening and participate.

A minister who is able to discern leadership and organisational skills in others and channel those gifts to their best use.

A minister who prioritises pastoral care for those with leadership/organisational responsibilities within the church.

A minister who is gifted in conflict resolution.

A minister who is gifted in leading creative, transparent processes for church meetings and other forums for decision making.

A minister with skills in organisational development, including budgets, finance, property management, stewardship and fundraising.

A Minister who can communicate God's message in a way that draws a response.

A minister who is a modern day evangelist.

A minister who relates to a broad spectrum of people socially.

A minister who can creatively and simply present the gospel in ways appropriate to different generations and different stages of life.

A minister who is in tune with current cultural and global issues, without compromising faith.

A minister who can communicate God's Word in such a way that people hear and respond.

A minister who can offer the church a prophetic voice to community and social issues.

A minister who is gifted in empowering congregational involvement in the church's communication of the good news of Jesus Christ.

A minister who is adept in using non-verbal media, e.g.: music, art, and drama, to communicate the Gospel.

A Minister with an ability to help a church to embrace within its life a diversity of cultures (e.g. nationality, ages, theological preferences)

A minister who is passionate about unity in diversity.

A minister who has cross cultural ministry experience.

A minister who is gifted in using creative worship to reflect a variety of theological emphases.

A minister who can include children within the worship and activities of the church.

A minister who is able to help people see beyond surface distinctive (what someone wears, eats, talks like, etc.) to find what is held in common spiritually.

A minister who can help to create a climate where people of all generations feel that they belong together.

A minister who is able to relate pastorally and socially to all ages.

A Minister who can help a church to develop its ministry to a particular target group (e.g. youth, children, seniors, people on the fringes)

A minister who is a specialist, rather than a "GP".

A minister with a special gift for developing youth ministry.

A minister who can incisively grasp the needs and understanding of a particular target group.

A minister who is able to enthuse the church about praying for and constructively interacting with a particular target group.

A minister who can undergird the development of a particular ministry with focused teaching and clear, strategic, processes.

A minister whose major contribution will be making contacts outside the church and helping them to discover and celebrate the life of God.

A minister with a special gift for ministry to the senior generation.

A minister with a special gift for ministry to children and families.

A Minister who can cultivate an environment in which people of different life experiences can grow in their faith.

A minister with experience in facilitating alpha-style groups for the whole congregation to rediscover/discover the essence of personal faith.

A minister who can facilitate a number of different approaches to discipleship (e.g. small groups that don't all have the same format/culture).

A minister who emphasises the basics (scripture, prayer and worship) in a way that is accessible to those without a church background.

A minister who connects the welcome and hospitality of a congregation with its ability to nurture faith.

A minister who incorporates a wide range of life experience into his/her up front ministry.

A minister with a gift of teaching, who can communicate a comprehensive understanding of the Bible and Christian theology in terms that are relevant to people's lives.

A minister who is up to date with models of mentoring/discipleship.

A minister with special gifts in nurturing faith in children and youth.

A Minister who can lead a church into missional engagement with its community

A minister who is outward focused.

A minister with a track record for community based programs.

A minister who is able to move beyond the "talk" and get the "doing" happening.

A minister who knows how to access and assess the demographics and needs of a local community.

A minister who is skilled at using creative processes to help a congregation understand and formulate strategies for its local missional context.

A minister who can help a church to appreciate the needs, issues and philosophies that are shaping the lives of people in their community.

A minister who can help community based programs to become contexts where the Gospel is lived and communicated.

A minister who can develop playgroups and children's ministries as a way of building contacts with families outside the church.

A Minister with an ability to identify, develop and support leadership – both current and potential.

A minister who believes in and practices succession planning.

A minister with experience in leadership training.

A minister who prioritises pastoral care for those with leadership/organisational responsibilities within the church.

A minister whose teaching and behaviour emphasises the priesthood of all believers and the importance of discernment of each person's gifts.

A minister who values an environment of fellowship and nurture of one another's growth for current leaders – not just getting organisational stuff happening.

A minister who has gifts in supporting, supervising and resourcing other leaders.

ACTIVITY 4 - TIME USE IN MINISTRY

AIM:

To help people to develop more realistic expectations of what a new minister can actually achieve in a normal working week.

We may have great ideals of all the qualities we need in a person, but we need to prioritise their time accordingly. If someone is to major in certain areas, there may not be time for other functions.

This is a particularly helpful exercise for the entire congregation to go through before the Ministry Search Team determines the pastoral profile.

TIME REQUIRED: 60 minutes

YOU WILL NEED:

1. One large sheet of butchers' paper or an OHP slide with the 'Core' functions on, displayed on a wall.
2. Similar display of the 2 key competencies discovered through Activity 3.
3. A third display that recognises Special Events, Preparation, personal development.
4. Butchers paper and felt pens for as many groups of 4-5 as needed.

PART 1: EDUCATIVE PROCESS:

1. Time (10 minutes) is needed to share some important things before entering into this exercise. We need to make clear that there are some aspects of a minister's ministry that would be seen as 'Core' functions:

Administration (including deacons and other meetings)

Community involvement and Social justice issues

Pastoral care

Vision/goals/direction/setting

Preaching / Teaching

Equipping people for ministry

Evangelism

Worship Preparation and Involvement

2. There are other events which may not be perceived as core functions, but which normally are part of their ministry and may take significant preparation time e.g.
 - a. Special Focus functions like funerals and weddings,
 - b. Denominational and interdenominational connections and ministry.

3. We also need to make clear that Ministers need time for their own spiritual and theological development – retreats, study time, professional development. If we require them to specialise in certain areas, we need to allow them time to become equipped in these areas.

PART 2: TIME USE EXERCISE:

Recognising what 2 key areas for a new minister have already been worked out by the Ministry Search Team in Activity 3, and recognising that they will also have some ministry in the other “Core” areas outlined above:

1. Put people into groups and inform them as to how many hours the minister is to be employed for. Ask them to draw a large circle on their paper to represent the total available hours.
2. Ask them to work out what time their new minister should spend doing the 2 key things that have already been chosen and what time should be spent on the other things outlined above (delete from the other list those items that are included in the 2 key areas).
3. Develop a pie chart. (Allow 30 minutes.)
4. Display the results and encourage discussion. Is there any consensus as to what is a priority and what can take a back seat?
5. List areas of agreement.
6. Close with prayer for the Ministry Search Team in their task, for the Facilitator and for the Placement Taskforce, and all who will play a part in helping the church to discern the right person for the ministry.