



Confidential
360-Degree Feedback
Report

For
Sam Sample

Designed by
Centre for Ministry Development
For
St Sample, Sampletown

Survey opened [REDACTED]
Compiled [REDACTED]
Number of responses: 33

Ministry Governors: 10 Ministry Team members: 8 Ministry Members: 9 Peers and Others: 5
Self: 1

Understanding Your Feedback Report

To the recipient of 360-degree feedback:

This document collates and summarises the 360-degree feedback provided by your responders, using charts and unstructured comments. It is organised under headings that represent competencies used within a variety of ministries.

It is intended that you work through this feedback with a coach, mentor or peer who will work with you to develop a Ministry Development Plan based on this feedback.

Headlines Section

The "Headlines" view displays how you were rated by all responders, for each heading in the questionnaire. Your self-ratings are provided for comparison.

Details Section

Here you can see the same headings in greater detail, showing how each category of responders replied. This information can inform you about how your ministry is viewed by different groups. It suggests how your style may change, depending on your context.

Heading Pages

Zooming-in further, the following pages display your results for every question in each heading, plus verbatim comments from responders.

Concluding Comments

Here you will find comments entered by responders at the conclusion of the questionnaire.

Highest/Lowest Skills Summary

This section lists the skills you should maintain because they support your ministry, and those where you might consider taking development action.

Personal Planning

Once you are familiar with this report, it is intended that you work with a coach, mentor or peer to plan for your on-going ministry development:

1. Choose one or two key areas of focus, based on what you have learned here.
2. For each focus area, identify specific initiatives you will take. For instance, working with a coach, practicing new behaviours, requesting on-going feedback, getting relevant training, doing selected reading.
3. Identify markers that will help you track your progress over time.

Responses reflected in this report

Ministry Governors

[Redacted]
[Redacted]

NB this page lists the email addresses of those who participated in the 360 by category

Ministry Team members

[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]
[Redacted]

Ministry Members

[Redacted]
[Redacted]
[Redacted]
[Redacted]

Responses reflected in this report

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]

Peers and Others

[Redacted]

[Redacted]

[Redacted]

[Redacted]

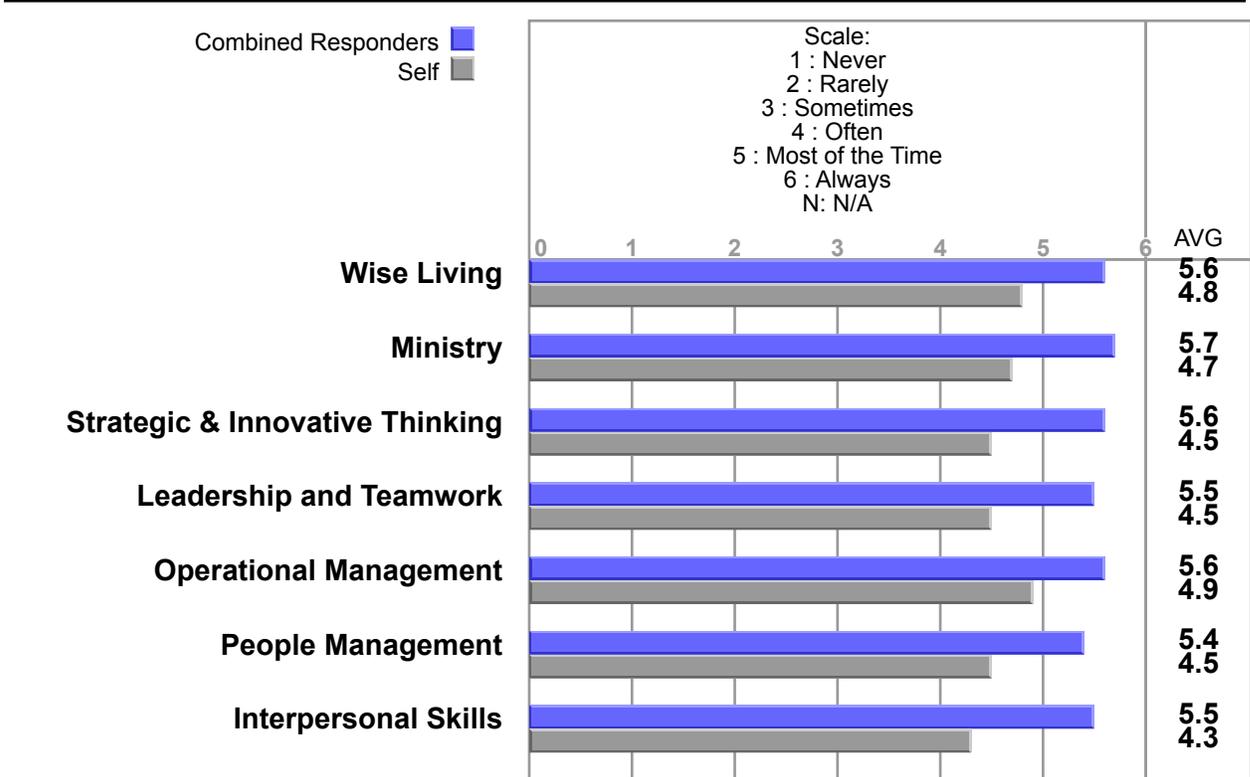
[Redacted]

Self

[Redacted]

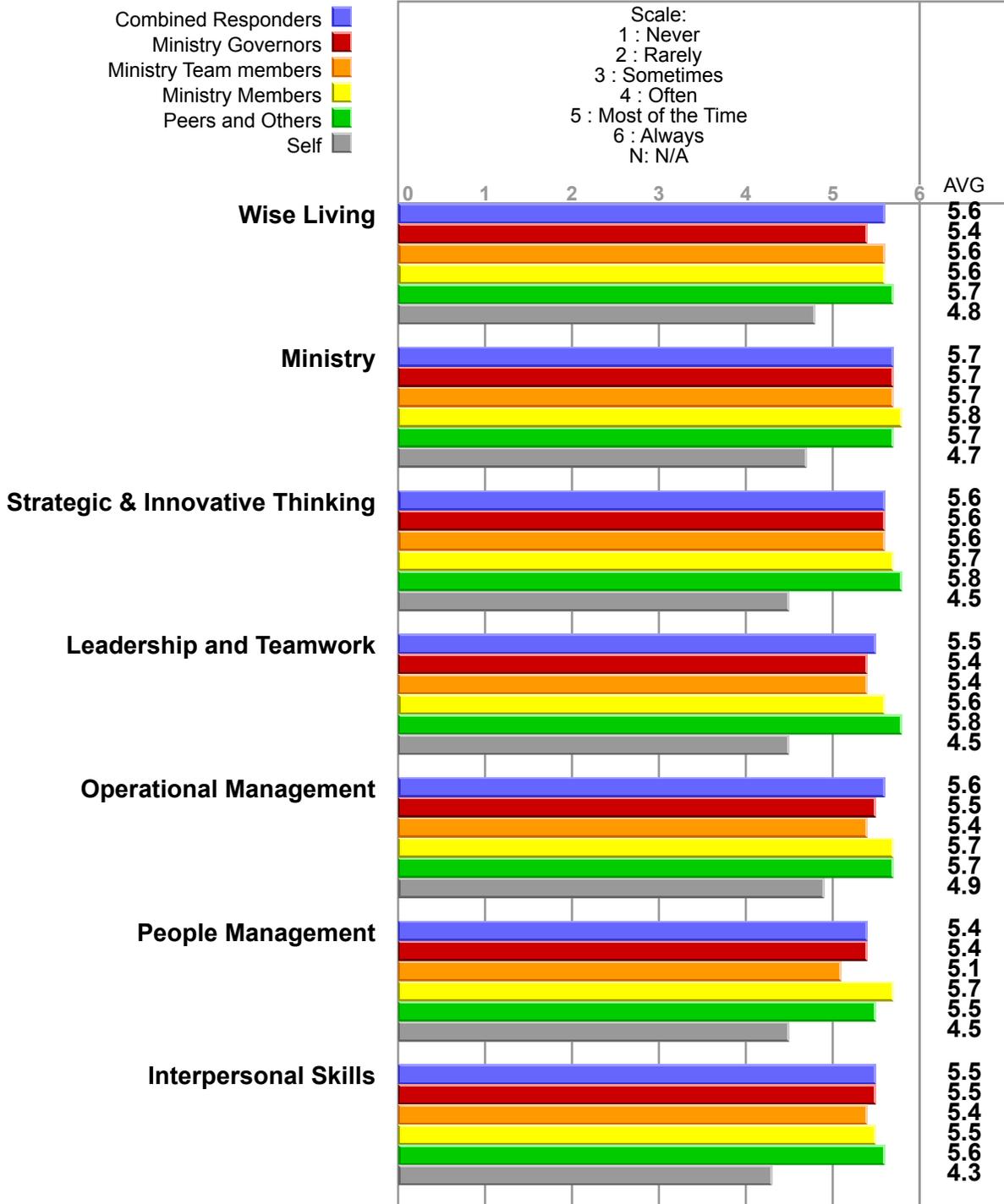
HEADLINES

Average of responses for each Heading

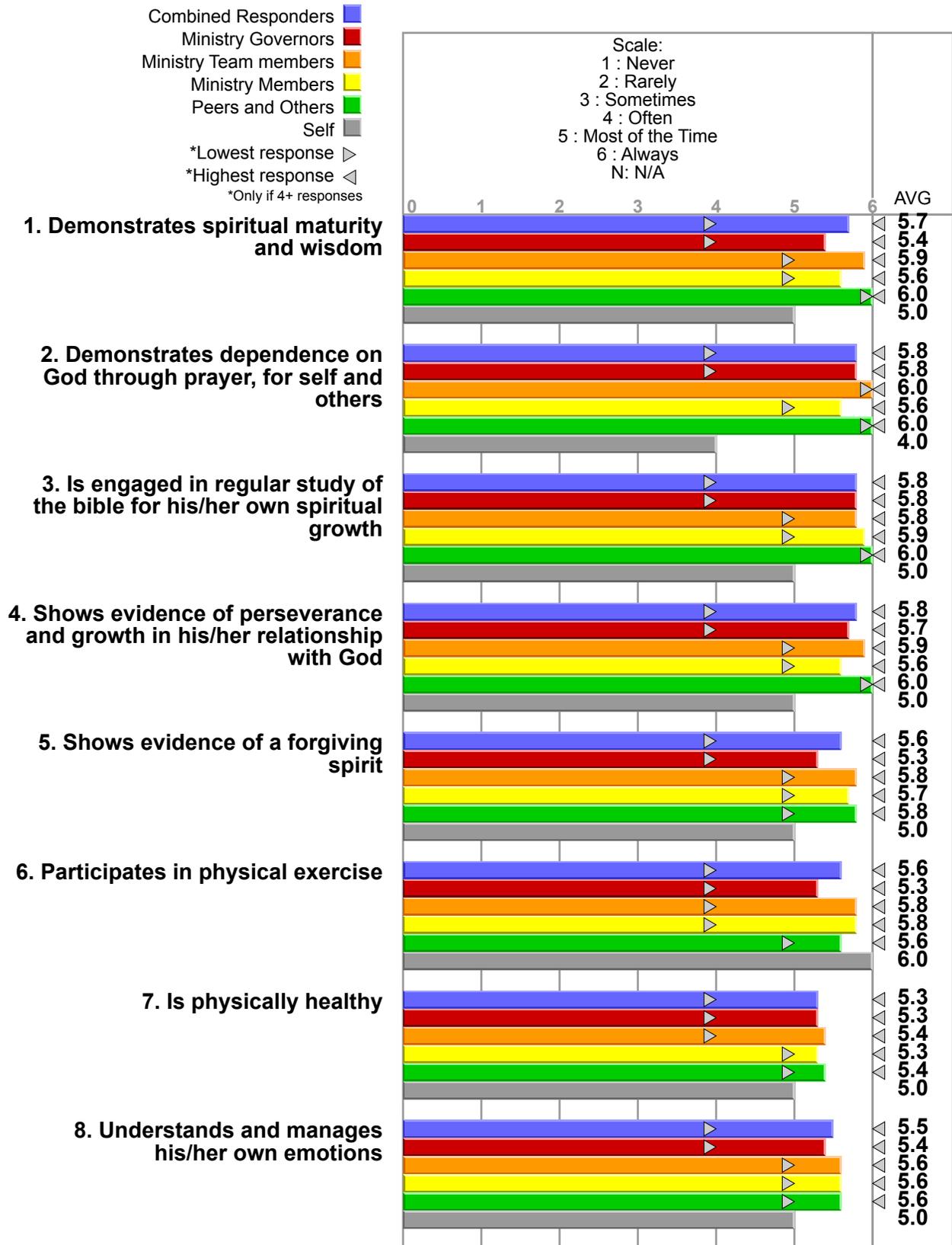


DETAILS

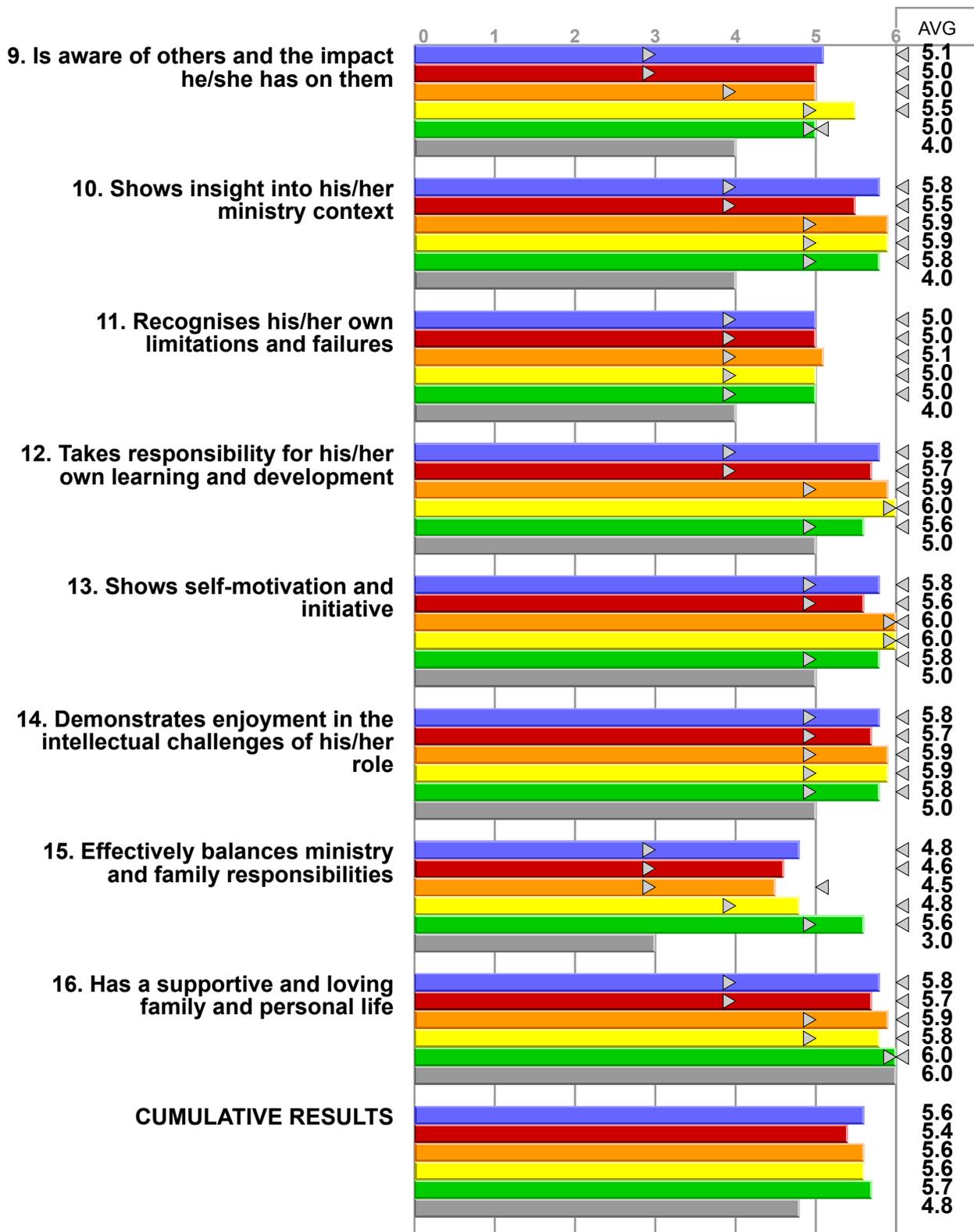
Average of responses for each Heading, by response category



Wise Living



Wise Living



Wise Living

17. Unedited Comments (random order)

Works too hard - potential risk of burnout

Greatly admire [redacted]'s ability to juggle/manage vocational responsibilities to ministry and family... while still including time to read, research and ride the bike!

[redacted] should consider more the talents in the congregation to help share his heavy load.

[redacted] is blessed with a supportive family. He demonstrates a maturity in matters of faith. He is insightful and analytical.

In an incredibly challenging environment, [redacted] does a great job juggling many demands. I am sure there are times when the balance is slightly off, and the family get less of him than they would like, but I am not sure how you would actually do it any other way and still lead the church community as well as he does.

At times I worry that [redacted] is over-committed/ too busy and that he will burn out.

[redacted] clearly seeks to live wisely as God's servant in all areas of his life, and he seems to work hard to balance the huge demands of the role, his family and his health. As I'm sure the role will always be presenting opportunities requiring more and more time and energy, keeping protected family time every week for marriage dates and one on one time with each child must be hard but important to keep striving for.

[redacted] is especially adept at showing initiative and insight into ministry context.

[redacted] family are a great example of a loving Christian family

Shows a very balance lifestyle...

[redacted] could benefit by 'slowing down'a bit

[redacted] is exemplary

[redacted]

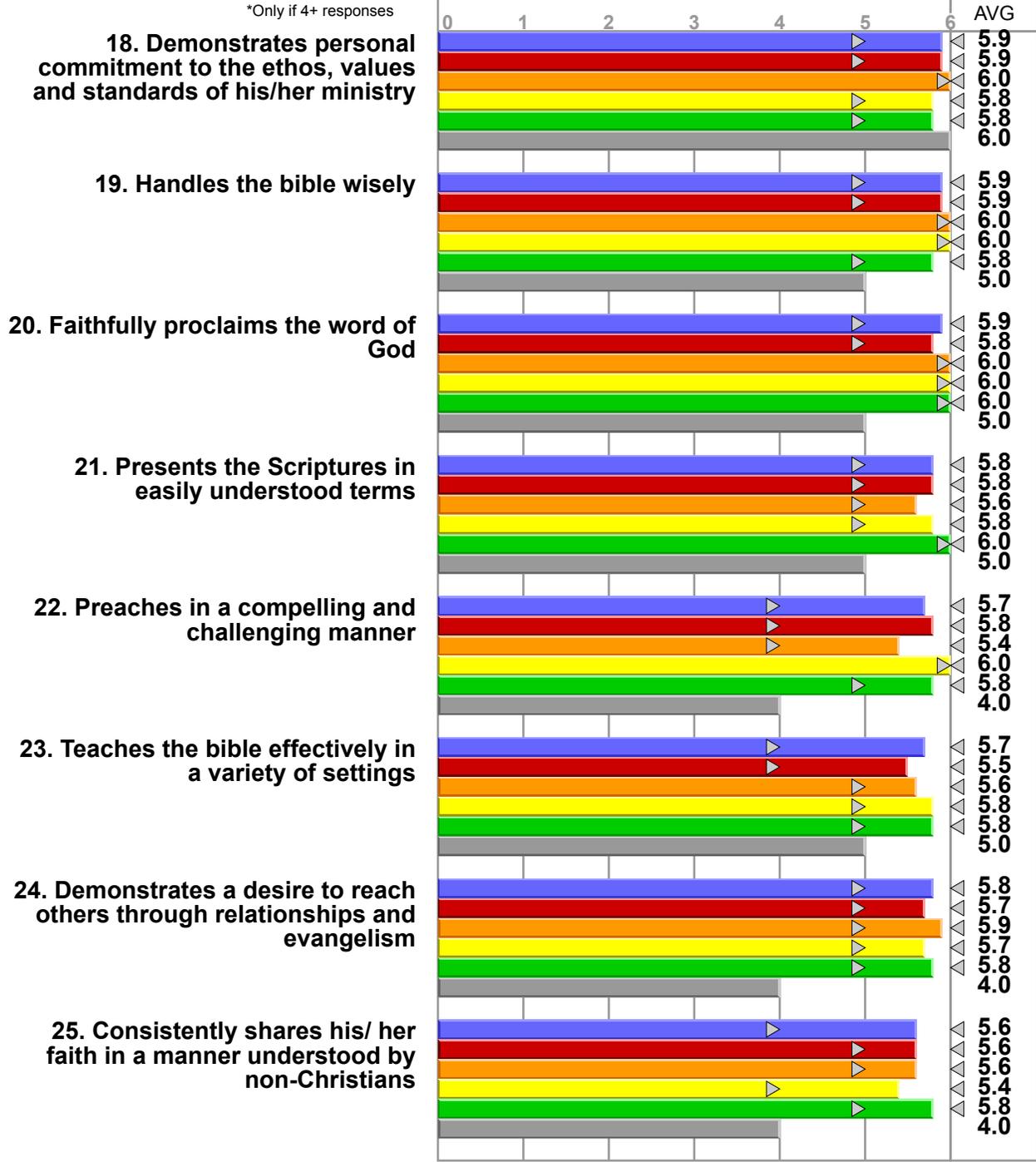
[redacted] shows deep dependence on God in prayer, and engages with his family, people and ministry with great integrity and warmth.

Excellent

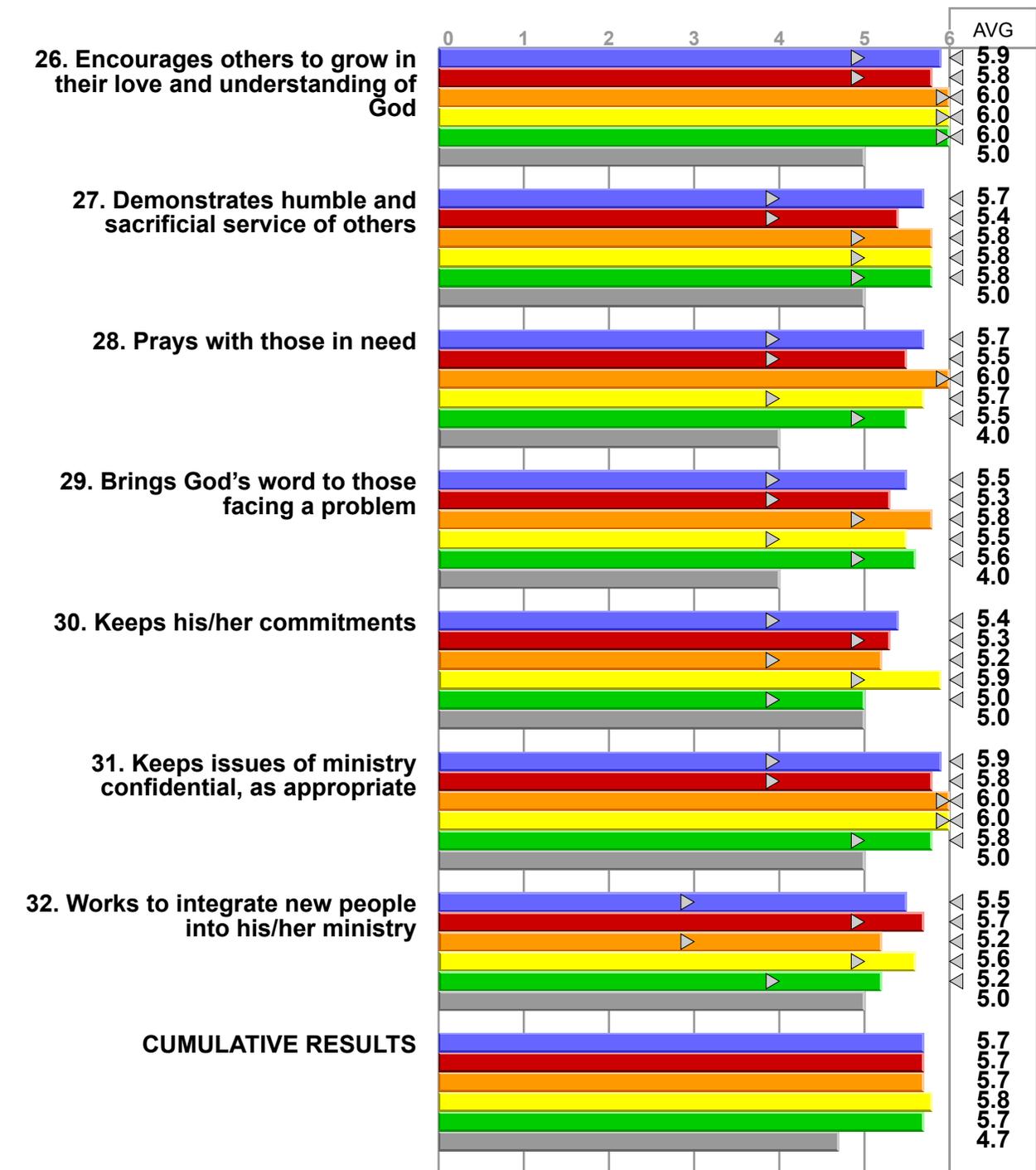
Ministry

- Combined Responders ■
- Ministry Governors ■
- Ministry Team members ■
- Ministry Members ■
- Peers and Others ■
- Self ■
- *Lowest response ▷
- *Highest response ◁
- *Only if 4+ responses

Scale:
 1 : Never
 2 : Rarely
 3 : Sometimes
 4 : Often
 5 : Most of the Time
 6 : Always
 N: N/A



Ministry

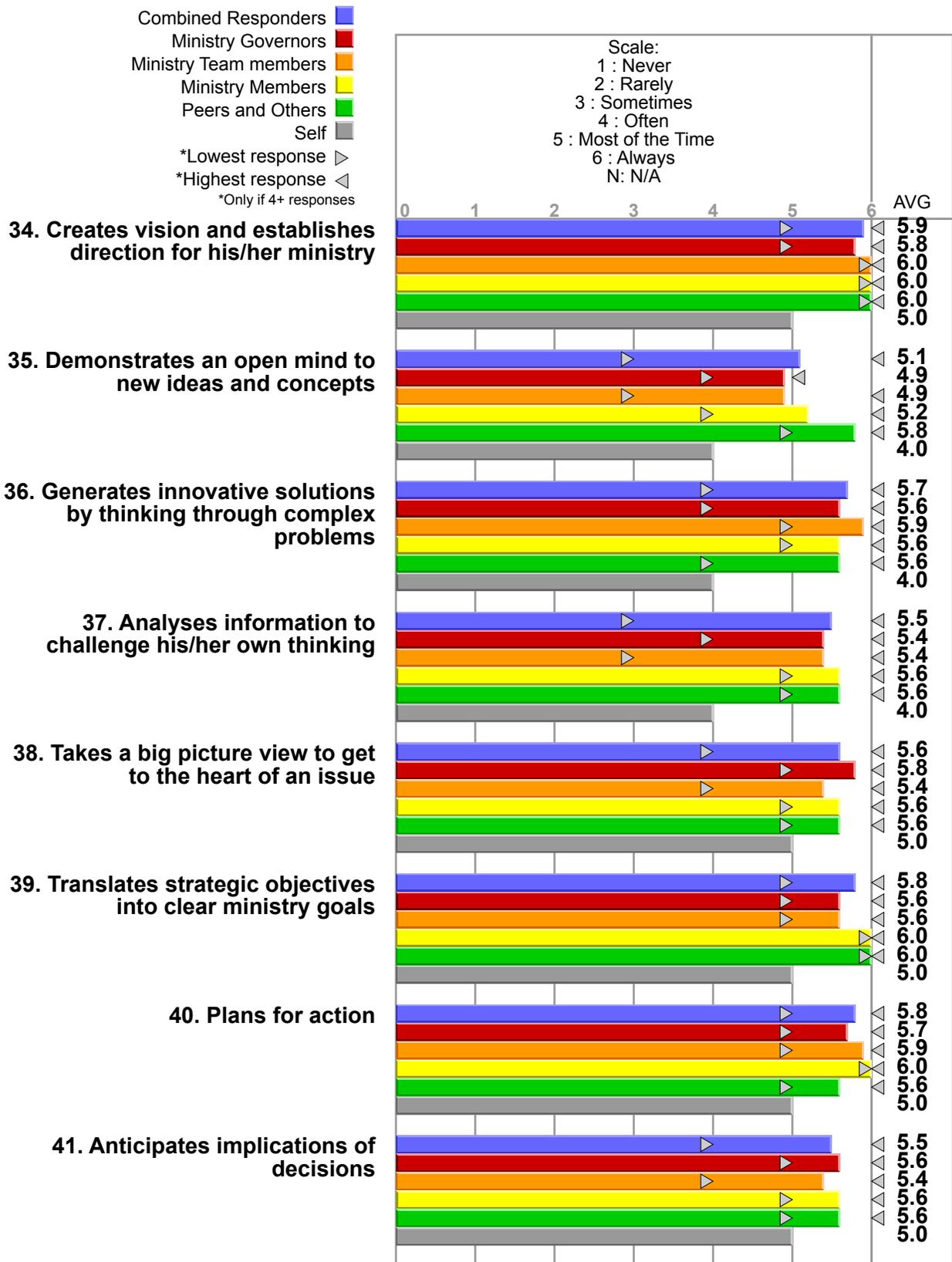


33. Unedited Comments (random order)

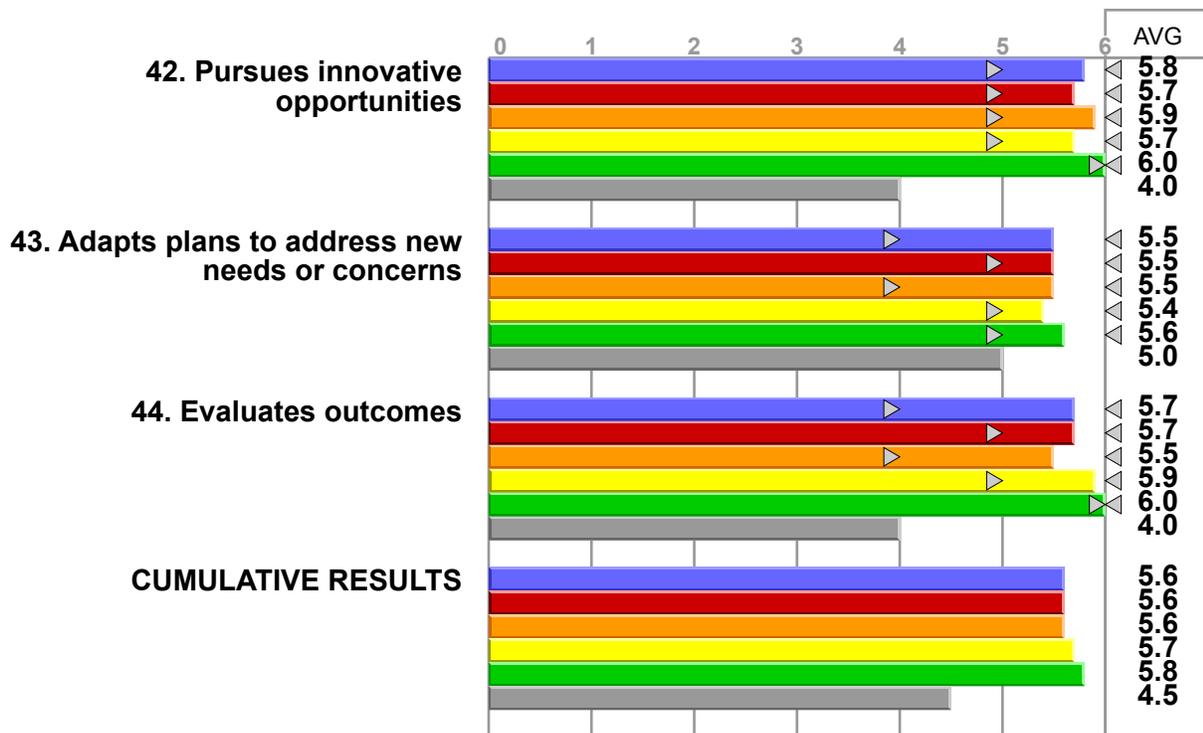
N/a

passionate about his Ministry and is constantly encouraging everyone to share that passion.

Strategic & Innovative Thinking



Strategic & Innovative Thinking



45. Unedited Comments (random order)

██████ is highly strategic in his leadership and thinking.

I don't feel I am in a position to comment on ██████ strategic and innovative thinking only to say the end result is very impressive

In what can be a challenging context, ██████ excels at thinking strategically for the gospel in a generous manner that benefits many.

Redacted

I think strategic thinking and expositional preaching are some of ██████ articular gifts

██████ has a unique ability to get to the heart of an issue through big picture thinking. ██████ is great at problem solving and will often find innovative solutions. He could develop this ability further by thinking through problems more thoroughly and from different and practical perspectives.

██████ had huge strategic capacity and is able to present a vision in clear and accessible ways to a wide range of people. I think an area of growth sits around enabling the BIG picture he holds in his head to be shared by more people, in the lead up to the vision development. And it's an area of growth because ██████ is really just getting to this stage with the next Vision about to begin.

Strategic & Innovative Thinking

45. Unedited Comments (random order)

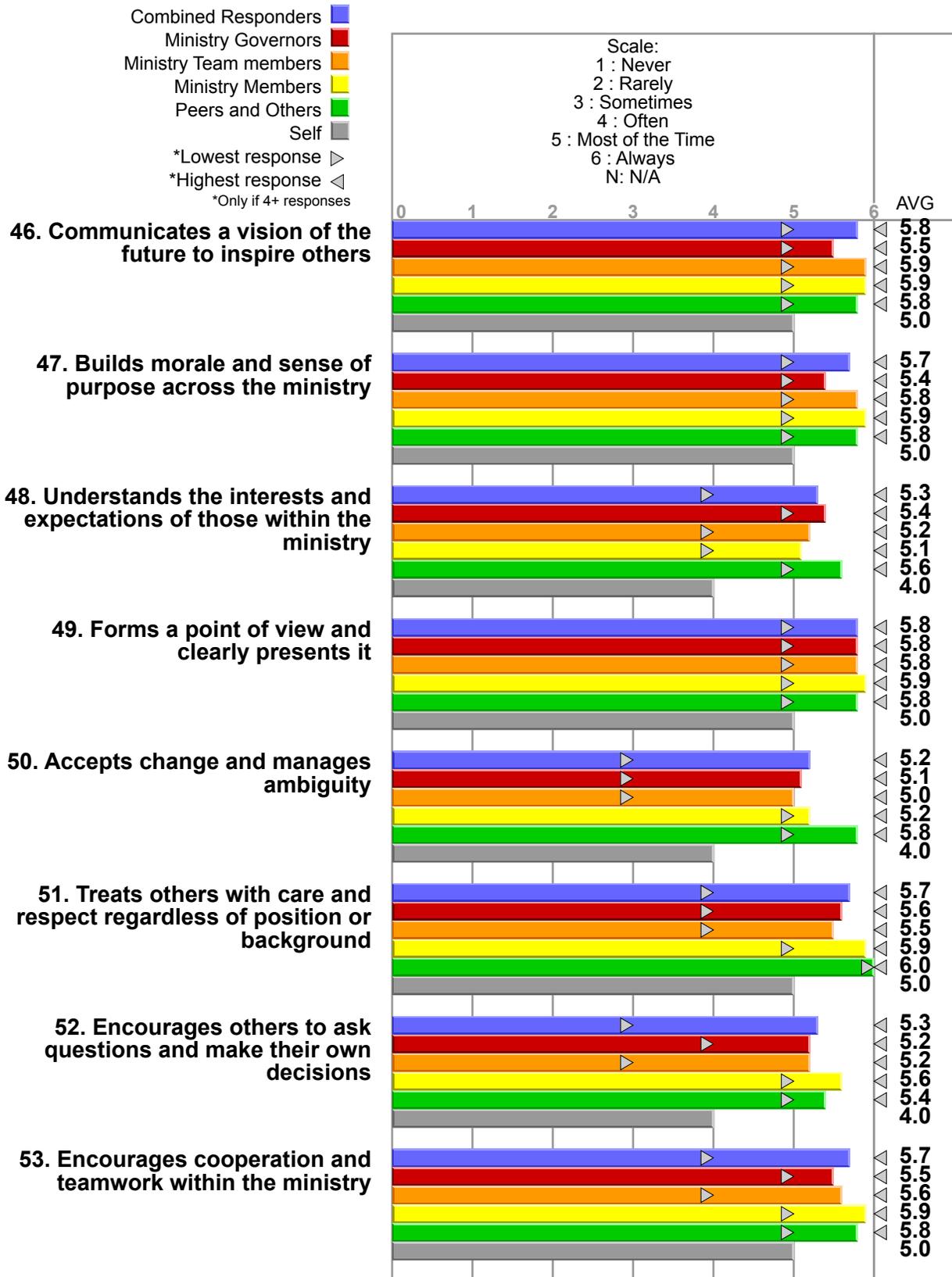
He is forward thinking and allows God to lead for future vision.

XXXX seems to always be one step ahead of everyone with his thinking.

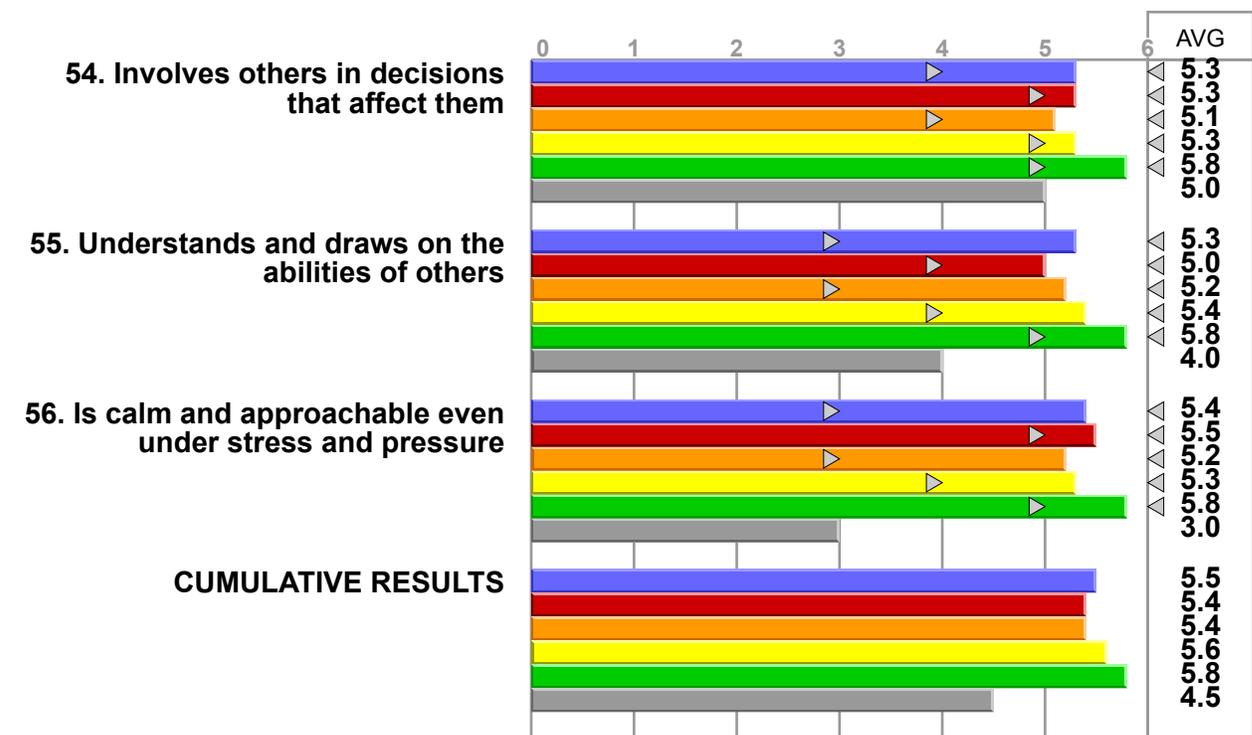
Excellent at working with growth and increasing complexity in finding new systems and God's vision for our future

N/a

Leadership and Teamwork



Leadership and Teamwork



57. Unedited Comments (random order)

██████ is driven to do his best in all ways, sometimes keeping up with him is challenging to those who follow.

Often demonstrates the importance of good leadership, especially in investing time in training new leaders

██████ is an outstanding Christian leader with, quite possibly, the best understanding of teams and team development in the Diocese.

Avery gifted leader the Lord has brought to us

when ██████ is very focused or under pressure he can seem to be abrupt/short in dealing with people.

██████ does a fantastic job of bringing people of many different walks with God to serve together in a cohesive way and always makes a point to thank them (both individually and publicly) which builds a huge sense of joy in serving and keeps everyone's eyes fixed on WHO we are serving so it is not about individuals. To some questions I have said "most of the time" because I'm sure it is impossible to always know what people's expectations are, or involve people in every decision that needs to be made. I think ██████ shows wisdom in when he consults people for their opinions and when he makes a decision for the overall good.

He is an incredibly hard worker, and always available within the framework of the ministry.

██████ shows exceptional leadership and encourages teamwork. His easy-going nature means that he manages change and ambiguity well and is always super calm and approachable, even

Leadership and Teamwork

57. Unedited Comments (random order)

. . . under pressure.

██████ has a great team under ██████ leadership. We are very blessed.

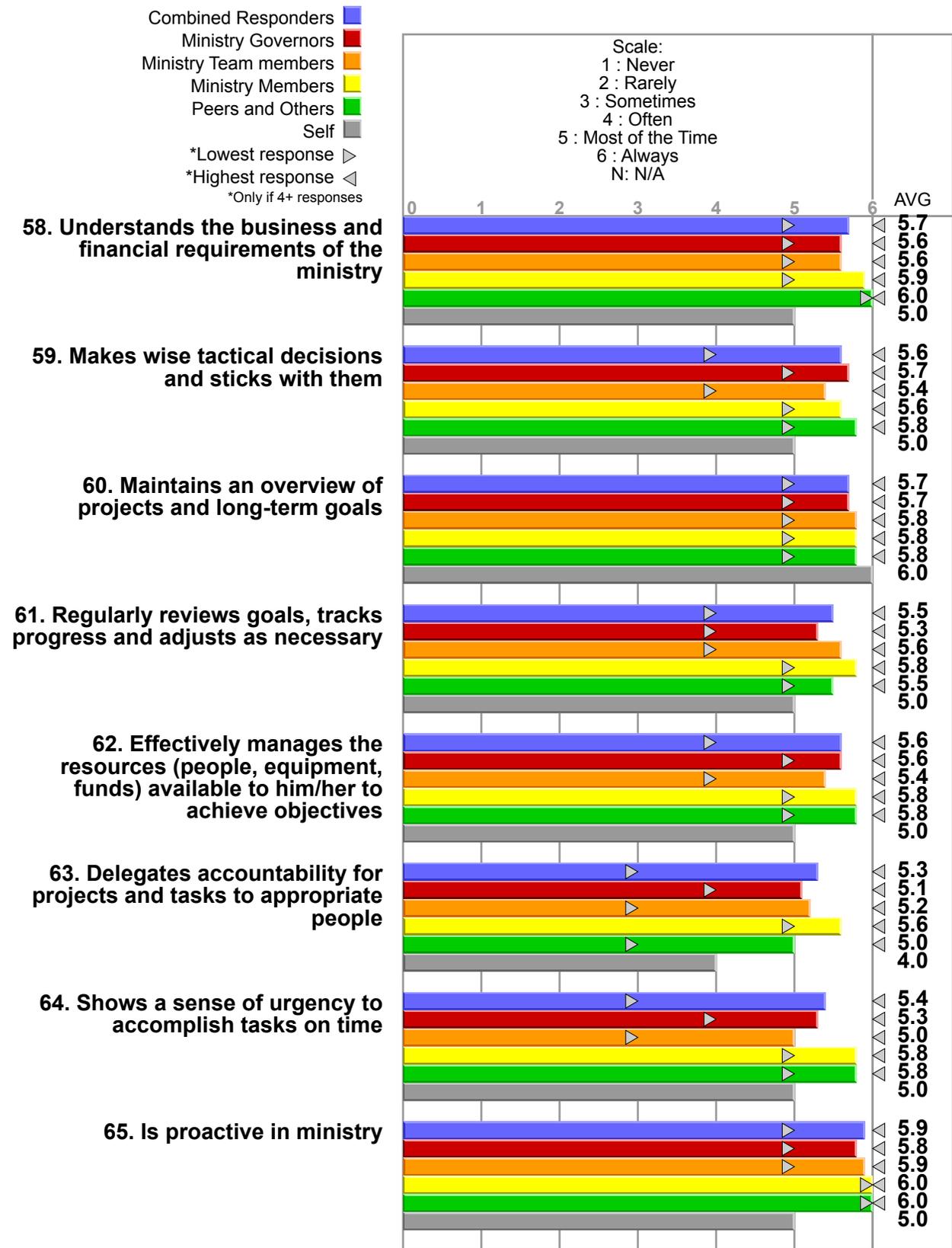
██████ is a terrific Team Leader and has a great team he is leading at the moment, but clearly the next step will be to develop, manage and lead the next level out of volunteer senior leaders. In part, some of this connects with the Big Picture references above - as I know he has a vision to roll this out.

██████ is an incredibly supportive leader, who deeply invests in those around him for their benefit. He provides clear vision and support, however it still can feel daunting working for someone so effective in so many areas of ministry.

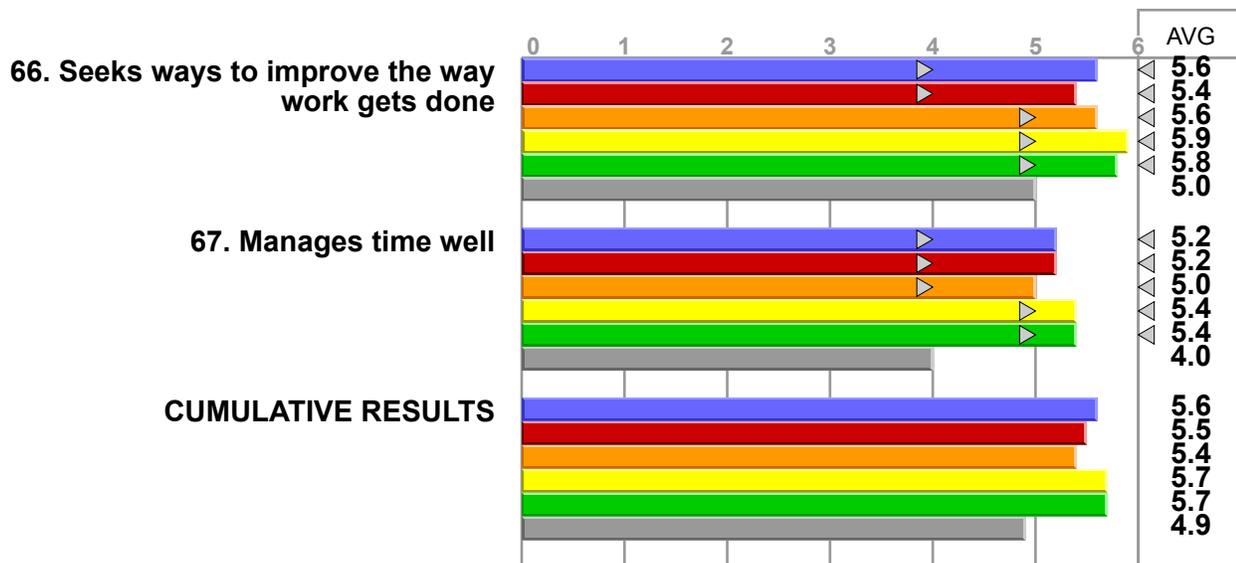
He's a very good leader, team leader and team player, who appreciates others and often expresses it to them

██████ has strong leadership skills and it seems sometimes that the views and independent thoughts of some members of the team are not considered in a compassionate way.

Operational Management



Operational Management



68. Unedited Comments (random order)

██████ has an excellent understanding of the operational requirements of the church, but also understands the flexibility required when caring for people.

██████ pro active style sometimes leaves me somewhat inadequate because I can't keep up with him.

Again I don't think I am in a position to comment on most of the above questions only to say that I think ██████ steers "the ship" very well.

██████ needs to be careful that he does not micromanage.

██████ is a skilled facilitator and leader. His overall management is thorough and detailed.

He delegates incredibly well to the team member appropriate for the task at hand.

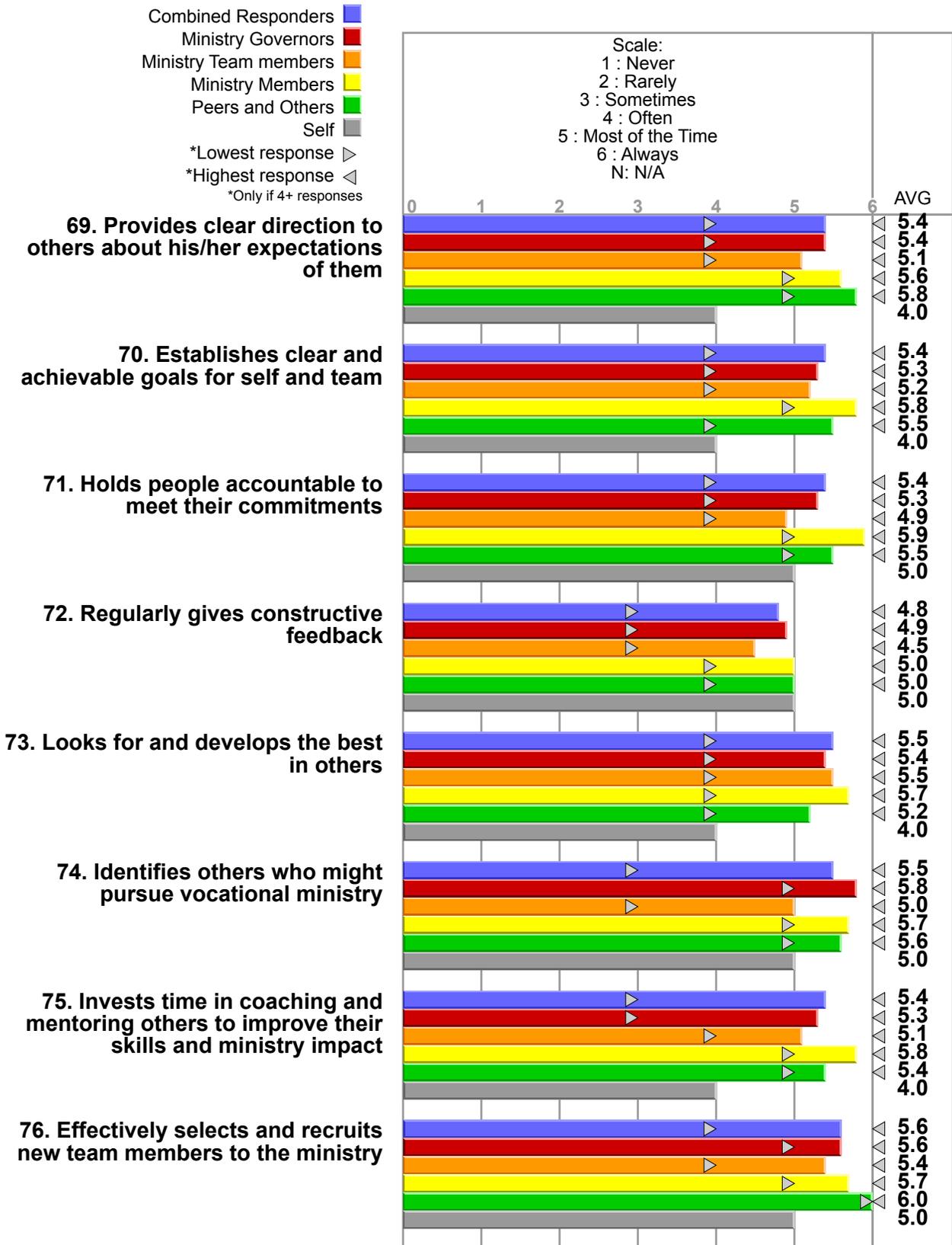
Excellent

As per the response above, clear goal setting (KPIs) with the Team and the next level of leaders will be something that needs to happen in the coming year - and inevitably as the Parish grows the demands for both operational management and delegation will grow.

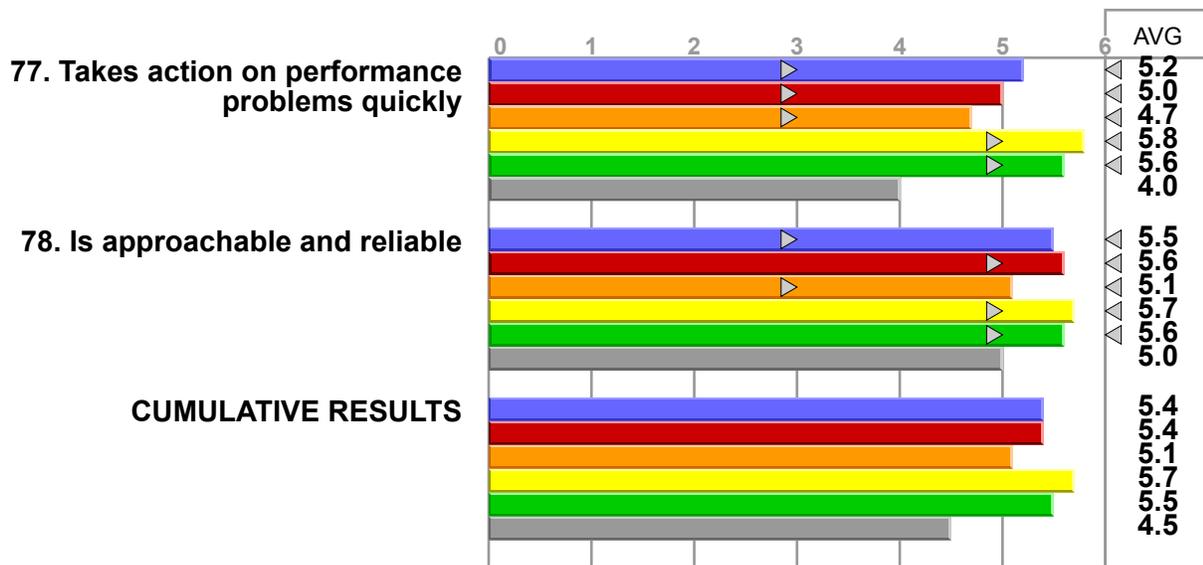
I sometimes think ██████ could give himself more time off. The hours he seems to work could be excessive

Demonstrates commitment to managing operations well

People Management



People Management



79. Unedited Comments (random order)

As his calendar is always full, it is important to schedule time for specific meetings. But he also pops into the "hub" for casual chats when time allows.

I think that the one hindrance in this area is [redacted] busy schedule. This may then translate into people not wanting to bother/ worry [redacted] or seek his guidance in particular ministry matters.

I don't know the answers to all the above but can say I love being part of the St [redacted] family and I am sure that part of the reason for that is good people management.

Would appreciate more constructive criticism/opportunities for growth

[redacted] could relate to parishoners a little more

[redacted] supports people to develop formally and informally. Managing poor performance in a team is difficult, and issues are generally not resolved quickly. Constructive feedback is not normally given often, but increasing the frequency might make performance discussions easier and more natural.

[Redacted]

[redacted] frequently invests in others for their benefit and God's glory. He could help others further by offering more feedback and being more specific with his feedback, especially when the feedback is positive.

People Management

79. Unedited Comments (random order)

The most obvious example is how everything ran while [REDACTED] and family were away in [REDACTED]. It was so encouraging to see nothing changed - everyone had a clear understanding of how they could serve the church and got on and did it. People felt empowered to make decisions if they needed to be made and confident in what could wait until [REDACTED] returned.

Always keen to engage with and invest in people

[REDACTED] has high expectations of the people he manages and seems to be genuinely surprised when those expectations are not met.

Given that the Team has so strong at the moment, there have been very few performance issues recently. [REDACTED]

[REDACTED] can get very busy and then can appear to be unapproachable, due to heavy work load that he commits to. sometimes feel that I should not disturb him

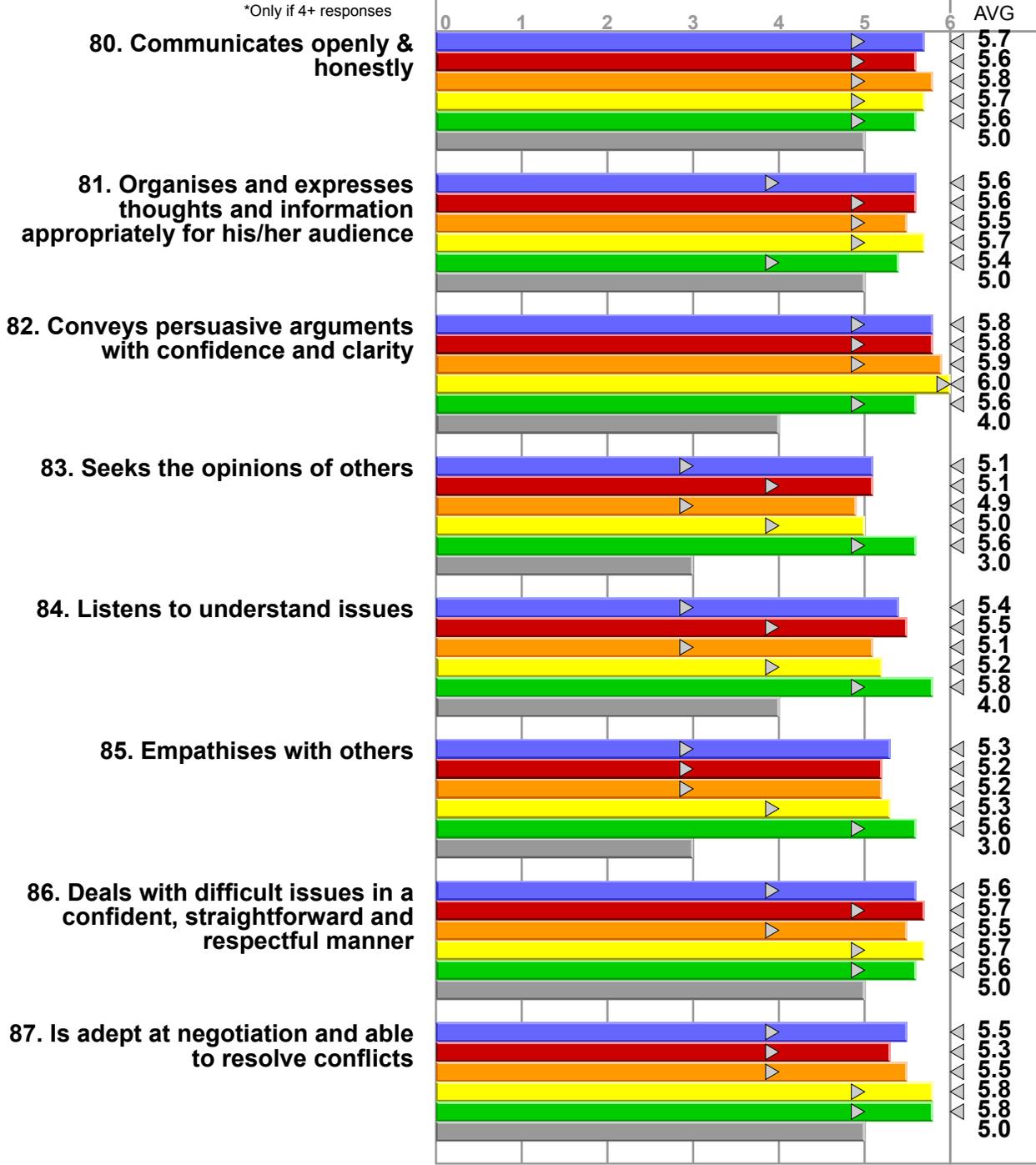
Difficult to comment on feedback etc. He is certainly effective and mostly approachable.

Very special people manager

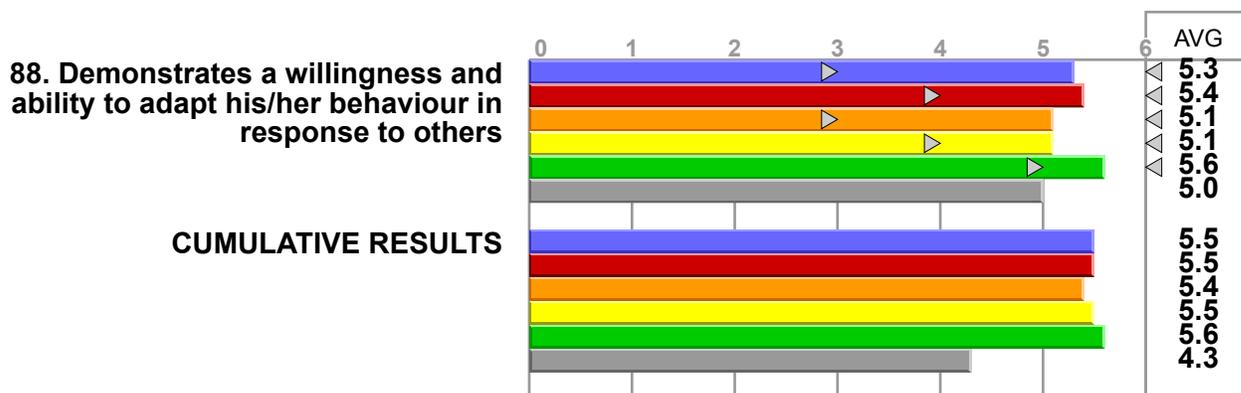
Interpersonal Skills

- Combined Responders ■
- Ministry Governors ■
- Ministry Team members ■
- Ministry Members ■
- Peers and Others ■
- Self ■
- *Lowest response ▷
- *Highest response ◁
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Scale:
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 N: N/A



Interpersonal Skills



89. Unedited Comments (random order)

██████ is a clear and persuasive communicator, especially when preaching/teaching. His written work is always extremely well organised and conceptualised. Very occasionally, usually only in verbal conversation, ██████ can be a little vague or ambiguous when making a point, requiring the listener to fill in the gaps or probe for further information.

Has excellent skills in interpersonal management

██████ is a first class leader with an extraordinary EQ, that enables the Team and the Parish to flourish and grow! I think it is naive to think that it is appropriate for a leader to always be honest and open (given the many confident issues and concerns that inevitably have to be managed), but ██████ is as open as he can be and has great integrity.

██████ is always so encouraging towards everyone.

██████ is very in tune with his congregations needs personally... or through his team.

I have always found ██████ very approachable and I would feel comfortable discussing personal issues with him if necessary

██████ is a very gifted and likeable young man who is a very good 'fit' in ministry with very good interpersonal skills. He has my full support and admiration.

In the last eighteen months I think ██████ frustration with inefficiency, unkindness, and lack of vision from some in the Diocese has provoked in him some cynicism, and in some ways a sense of resignation... which is new. Previously there has been consistent graciousness and hope...

██████ is often so driven in striving towards his oals that it can be difficult to raise concerns sometimes. He is passionate.

Always shows empathy and willingness to engage with people

QUESTIONNAIRE CONCLUSION

90. CONCLUDING COMMENTS (random order)

Introduction to this comment area, as it appeared in questionnaire:

Consider these guidelines:

Thinking about [REDACTED] add any suggestions below that would help him maintain his strengths and improve his skills.

[REDACTED] is a skilled leader and manager, able to analyse and contemplate future outcomes. He would well at times be advised to outline his thinking more.

Delegate more in an effort to reduce your workload

Carry on, well done.

[REDACTED] is a wise, mature and capable leader.

On a practical level, he could greatly improve his public communication style by speaking slower, as there are times when words join together and become blurred. This impacts audience ability to receive a clear and understandable message.

N/A

Thank you for your Leadership of the parish and the team [REDACTED]. You do an amazing job at balancing so many things and executing on them with a level of excellence. You use your God-given gifts well and seek to always bring glory back to him.

I know nobody is perfect but it's difficult to identify any real faults or shortcomings! (even though he often says he has plenty) My only suggestions are i) that he take a bit more time befriending and relating to parishioners. It's easy to fall into the trap of only doing so when you need/want something done by them. And ii) that he has sufficient quality time for himself and his family, ie away from work/ministry. [REDACTED]

Thank you Lord very much for equipping and bringing [REDACTED] into our midst to grow with us the Kingdom of God

At times can present a well thought through solution, that has not fully engaged the volunteer team along the pathway of his thinking, so can alienate some - despite the solution offered being correct.

Thank you for your sacrificial service of Gods family at St [REDACTED] and the leadership role you play in the wider [REDACTED], always pointing to Christ. Will be praying that you can keep finding opportunities to delegate effectively to allow for a good balance between work ministry and home ministry and fun too! I feel you very clearly state the purpose and goals of why st [REDACTED] exists and clearly communicate how each person is part of that goal as disciple makers. As a result people can be loved and cared for within the church community but also feel part of the mission. It is clearly Gods church and not hung up on the identity of the pastor or the Anglican name.

As the church continues to grow and demands increase, following God's leading to maintain that wise life balance and keep having the energy to make such clear decisions and preaching

QUESTIONNAIRE CONCLUSION

90. CONCLUDING COMMENTS (random order)

██████ is an amazing man of God, and it is my privilege and a blessing to serve alongside him. I hope I am an encouragement to him, and I support him fully, and hopefully encourage him to have breaks through out the year.

██████ is a reliable, wise and loving minister. He has high standards for himself and others, but is gracious and humble in his interactions with all. Continuing the way he has been and continuing to spend time with God and grow in his faith, will assist him to continue leading St ██████ as well as he has been thus far.

Highest and Lowest Ratings

Highest Ratings	AVG
65. Is proactive in ministry	5.9
34. Creates vision and establishes direction for his/her ministry	5.9
26. Encourages others to grow in their love and understanding of God	5.9
20. Faithfully proclaims the word of God	5.9
31. Keeps issues of ministry confidential, as appropriate	5.9
Lowest Ratings	
15. Effectively balances ministry and family responsibilities	4.8
72. Regularly gives constructive feedback	4.8
11. Recognises his/her own limitations and failures	5.0
9. Is aware of others and the impact he/she has on them	5.1
35. Demonstrates an open mind to new ideas and concepts	5.1