



CHRIST COLLEGE

# Internship

## 360 FEEDBACK FOR CHURCH LEADERS

### Explanatory Statement

24 October, 2019

#### INTRODUCTION

##### **360 Feedback for PCA Church Leaders**

This 360 feedback process has been designed for Church Leaders who are serving as staff in PCA congregations, under the oversight of their Session. The cost of this survey is fully subsidised by Christ College and Pulse Insights (Church Offices) and is offered to Church Leaders at no financial cost to them or their congregation.

##### **Purpose of 360 Feedback**

360 feedback has been used to foster leadership development across most industries and most organisational types (corporate, government, not-for-profit and military) since the 1990s. It involves a process for collecting, quantifying, and reporting ratings of an individual's behaviour and effectiveness from multiple sources. This feedback enables individuals to understand better their impact on others around them, especially those immediately above them (superiors), beside them (team members and peers), and beneath them (those they serve directly and/or indirectly).

This 360 feedback for Church Leaders is designed to promote the personal and professional development of the Church Leader. This process requires the involvement of nominated members of the Church Leader's Session, ministry team members and/or peers, and wider congregation (including Interns, if present).

##### **Shape of 360 Feedback**

The shape of the 360 feedback process for Church Leaders is similar to Interns at Christ College. The Course of Training is designed to develop six Graduate Attributes associated with effective pastoral leaders<sup>1</sup>:

1. Love God in Christ
2. Know God in Christ
3. Know self in Christ
4. Care for others like Christ
5. Lead the Church under Christ
6. Preach and teach Christ from the Scriptures

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<sup>1</sup> For further information about these Graduate Attributes, the Course of Training, or the process of becoming a Candidate, please see further the Christ College website: <https://christcollege.edu.au>.

The 360 feedback survey developed for the Christ College Internship engages directly with five of these Graduate Attributes. 'Know God in Christ' is developed exclusively through classroom units and is therefore not assessed through the Internship. This 360 feedback process for Church Leaders is structured around these same Graduate Attributes.

### **Frequency of 360 Feedback**

All Coaches in the Christ College Internship are required to complete this 360 feedback process once every calendar year. Other church leaders in PCA congregations are welcome to use this same tool as often as once a year.

### **360 Survey**

Data for the 360 feedback process is collected through a web-based survey managed by Pulse Insights (Church Offices). The survey consists of 50 multiple choice questions and 8 open-ended questions. The multiple choice questions are scored according to the following 7-point scale:

- 1 = Strongly Disagree
- 2 = Disagree
- 3 = Tend to Disagree
- 4 = Neither Agree nor Disagree
- 5 = Tend to Agree
- 6 = Agree
- 7 = Strongly Agree

Raters should leave blank any questions they cannot answer, or have not seen sufficient evidence to answer (for example, questions relating to the Church Leader's family). They should allow 20-30 minutes to complete the survey on a computer or other internet-accessible device.

### **Confidentiality, Data Management and Reporting**

Data provided by individual raters will be de-identified, except for self-assessment data provided by the Church Leader. This is because the 360 report aggregates and reports ratings in two main groups:

1. Church Leader (1)
2. Elders/peers/other church members (9)

The data collected by Pulse Insights will be stored safely and confidentially, and will remain the property of Pulse Insights. Individual reports will not be distributed to third parties. Aggregate and de-identified data summarising the 360 feedback of multiple unnamed Church Leaders may be reported to Christ College and/or Ministry and Mission to enable them to serve church leaders in the PCA more effectively.

Pulse Insights will distribute copies of the 360 report to the following stakeholders only:

1. Church Leader
2. Nominated Session Member

The Church Leader is permitted to share their report freely and without restriction. The Nominated Session Member is permitted to share the 360 report with all other members of Session only. If directed by a superior court of the Church (e.g. a presbytery), the Session may share this 360 report accordingly, but only under these circumstances.

Pulse Insights will **NOT** distribute 360 reports to Christ College, presbyteries, or Ministry and Mission. Although Coaches in the Internship are required to complete this 360 feedback process every year, the content of their 360 feedback is ultimately irrelevant to Christ College as Partner Churches and Coaches are assessed according to the content of their *PCNSW Church Health Survey* only. To ensure that all Coaches complete this process every year, as outlined in their signed Partner Church Application Form, a list of all participants who complete this 360 feedback will be emailed each year to the Director of Internships at Christ College.

## 360 FEEDBACK PROCESS

The key steps in the 360 feedback process is summarised in Table 1 below.

**Table 1: Key Steps in the 360 Feedback Process**

Process Step	Responsibility	Budgeted Time
1. Brief raters	Church Leader	2 weeks
2. Complete surveys	All raters	2 weeks
3. Produce reports	Pulse Insights	2 weeks
4. Distribute reports		
5. Self assessment	Church Leader	1 week
6. Review meeting		1 week
7. Identify SMART Goals		1 week
8. Thank raters		
<b>Total time</b>		<b>9 weeks</b>

There are 8 steps in this 360 feedback process that will take 9 weeks to complete. This should allow sufficient time to organise raters, complete the survey, produce the report, reflect on and discuss the report, identify SMART Goals, and thank all raters. The rest of this paper provides a brief description of each step in this process.

### 1. Brief Raters

The Church Leader, in discussion with their Nominated Session Member, is responsible for identifying relevant raters who will complete the 360 feedback survey. A total of 10 raters (including the Church Leader) are required. A diverse range of people should be selected. At least two of these raters should be female. These raters should be familiar with the church and be drawn from the following broad groups:

- Elders (2)
- Peers/team members (3)
- Intern/s (if present) and other church members (4)

If multiple Church Leaders are completing this 360 process at the same time, special care should be taken to ensure that the same people are not asked to serve as raters too often, especially regular church members.

The Church Leader will be responsible for briefing all raters about the 360 feedback purposes and process. It is recommended that a copy of this Explanatory Statement and sample 360 report be emailed to all raters.

The Church Leader is responsible for completing the required excel spreadsheet with the following rater details: name, relationship to Church Leader (e.g Elder, peer/team member, Intern/other church member), and email address. The Church Leader should then email this excel spreadsheet to [lara@pcnsw.org.au](mailto:lara@pcnsw.org.au). The Church Leader is invited (but not required) to use any or all of the text in Figure 1 (next page) in their emails to prospective raters.

### 2. Complete Surveys

Pulse Insights will be responsible for distributing the web-based survey to all raters via email. The survey should take 20-30 minutes to complete and must be attempted in a single sitting. Raters should leave blank any questions they cannot answer, or have not seen sufficient evidence to answer (for example, questions relating to the Church Leader's family).

### 3. Produce Reports

Pulse Insights will analyse the data and produce the 360 reports.

### 4. Distribute Reports

Pulse Insights will distribute copies of the 360 report to the following stakeholders only:

- a) Church Leader
- b) Nominated Session Member

**Figure 1: Sample Invitation Email**

Subject: Invitation to complete a 360 feedback survey for my professional development

Dear <rater's first name>,

I would like to invite you to complete a confidential 360 feedback survey for my professional development.

The 360 survey should take 20-30 minutes to complete on your computer or other internet-accessible device. The survey consists of 50 multiple choice questions and 8 open-ended questions. The survey must be attempted in a single sitting.

Pulse Insights (Church Offices) will be responsible for managing the collection, analysis and reporting of data. A link to the web-based survey will be emailed to you by Pulse Insights. Your responses will be de-identified, except for data provided by me in my survey. This is because the 360 report aggregates and reports ratings in two main groups:

1. Church leader
2. Elders/peers/other church members

The data collected by Pulse Insights will be stored safely and confidentially, and will remain the property of Pulse Insights. Individual reports will not be distributed to third parties.

For further information about this 360 feedback survey, please see the attached Explanatory Statement and sample 360 report.

**Can you please confirm whether you can complete this survey by sending me a quick reply email.**

Sincerely,

<Church Leader's full name>

**5. Self Assessment**

The Church Leader should have approximately one week to reflect on their 360 report before meeting with their Nominated Session Member (next step). It is common for ratees to experience strong emotional reactions on their first engagement with their report. For this reason, it is recommended strongly that the Church Leader works through an intentional process of self-reflection to help them develop a balanced and critical view of themselves and their report. A list of recommended questions for prayerful reflection by the Church Leader, and subsequent discussion with the Nominated Session Member, is found in Appendix 1.

Major differences between the numerical scores of the Church Leader and other raters could point to a difference in perception of particular issues only, or a difference in perception of the rating process generally (for example, the Church Leader may have a more pessimistic view of themselves across all categories compared to others). For this reason, the comments from raters should be looked at very closely. The recommended questions for prayerful reflection in Appendix 1 are designed to help the Church Leader and Nominated Session Member review critically, and respond appropriately to, feedback received from the 360 report.

**6. Review Meeting**

The Church Leader is responsible for organising at least one review meeting with their Nominated Session Member approximately one week after they receive their 360 report. This should allow them enough time to complete an initial self-assessment. The aim of this review meeting is for the Church Leader to:

- a) Share their initial reflections on their 360 report with their Nominated Session Member;
- b) Engage with further reflections from their Nominated Session Member;
- c) Agree on up to five SMART Goals they will work on over the next 6 to 12 months; and
- d) Agree on how the Session and/or other leaders could assist them with these changes.

If additional time is required to talk about these matters, further meetings should be organised.

*Note: some Church Leaders have recommended that this review process works better when two (2) members of Session are involved so multiple and complementary perspectives can be shared.*

## **7. Identify SMART Goals**

The Church Leader should draft up to five SMART Goals in response to their 360 feedback (see further the template in Appendix 2). These SMART Goals do not need to be entirely new. They may build upon, reaffirm, or even repeat previously agreed goals.

These SMART Goals should not be focused entirely on responding to opportunity areas or perceived deficits. Areas of strength can and should be developed further into areas of excellence. The shape of the Church Leader's current role and the opportunities and constraints this creates should also be considered.

The Church Leader should begin this process during their self-assessment, and be ready to discuss and refine their SMART Goals during their meeting/s with their Nominated Session Member. These SMART Goals should then shape future developmental conversations between the Church Leader and their Session over the next 6 to 12 months.

## **8. Thank Raters**

The final step in this process is for the Church Leader to thank all raters who participated in this 360 feedback process. This can be accomplished through a simple email.

It is recommended strongly that the Church Leader reports back to all raters a short summary of what they learned from their 360 feedback (e.g. one or two sentences). They should also provide a short summary of the major changes they will make to develop into a more effective church leader. This will assure raters that their collective views were heard and contributed to a meaningful and productive process. It will also increase the probability that these same raters will be willing to participate in a future 360 feedback survey.

The Church Leader is invited (but not required) to use any or all of the text in Figure 2 (below) when thanking their raters:

**Figure 2: Sample Thank You Email**

Subject: Thanks for your 360 Feedback!

Dear Raters,

Thank you for completing a 360 feedback survey for me.

I have received my 360 feedback report and discussed it with a member of our Session.

I learned from your collective feedback that...**<insert a one or two sentence summary>**.

As a result of your feedback, I will...**<insert a one or two sentence summary>**.

Thanks again for your valuable feedback.

Sincerely,

**<Church Leader's full name>**

## APPENDIX 1: SUGGESTED REFLECTION AND DISCUSSION QUESTIONS

1. How did the findings of this 360 survey impact on you emotionally?
2. Based on their written comments at the end of the report, what do you believe raters in your church are most grateful for in relation to you?
3. Based on the section Overall Graduate Attribute Ratings (page 3), which Graduate Attributes are you *most* developed in?
4. If you completed this survey last year, in which Graduate Attributes (page 3) did you improve the most over the last 12 months? Why might this be?
5. Based on the section Strength Areas (page 5), what are your highest clear strengths?
6. Based on their written comments at the end of the report, what do you perceive are the particular concerns or frustrations of raters in your church in relation to you?
7. Based on the section Overall Graduate Attribute Ratings (page 3), which Graduate Attributes are you *least* developed in?
8. If you completed this survey last year, in which Graduate Attributes (page 3) did you improve the least over the last 12 months? Why might this be?
9. Based on the section Development Opportunity Areas (page 6), what are your highest development opportunities?
10. The tables showing your highest relative strengths (page 5) and highest blind spots (page 6) identify areas where there was the greatest difference between your self-assessment and the assessment of all others. How do you make sense of these differences?
11. Reflect prayerfully on the suggested changes raters identified at the end of the report, as well as throughout the report. What major themes can you identify?
12. What possible SMART Goals could you work on over the next 6 to 12 months to develop into a more effective church leader? *Note: your SMART Goals do not need to be entirely new. They can build upon, reaffirm, or even repeat previously agreed goals. These SMART Goals should not be focused entirely on responding to opportunity areas or perceived deficits. Areas of strength can and should be developed further into areas of excellence. You should also reflect on the shape of your current role and the opportunities and constraints this creates for you.*
13. What conditions would you need to cultivate over the next 6 to 12 months to support these SMART Goals, as well as your general flourishing in Christ in all of life?
14. In what ways could your Session and/or other relevant leaders assist you with these SMART Goals over the next 6 to 12 months?

## APPENDIX 2: SMART GOALS

### INSTRUCTIONS

The Church Leader should draft up to five SMART Goals during their self-assessment and be ready to discuss them with their Nominated Session Member. These SMART Goals do not need to be entirely new. They can build upon, reaffirm, or even repeat previously agreed goals. These SMART Goals should not be focused entirely on responding to opportunity areas or perceived deficits. Areas of strength can and should be developed further into areas of excellence. You should also reflect on the shape of your current role and the opportunities and constraints this creates for you. This step is concluded when the Church Leader emails a signed copy of these SMART Goals to their Session directly, or indirectly through the Nominated Session Member.

No.	SMART Goals <sup>2</sup>	Deadline
1		
2		
3		
4		
5		

### AGREEMENT

\_\_\_\_\_  
Name of Church Leader

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Nominated Session Member

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

<sup>2</sup> A SMART Goal is Specific rather than general, Measurable rather than vague, Achievable given current resources, Relevant and consistent with other goals and contextual issues, and Time-bound so that required outcomes are matched with deadlines.