

# Great Lakes Region Core Competencies for Lead Pastors

## Core Competencies of Lead Pastors

Competencies are the behaviors associated with an individual's attributes, motivators, beliefs, values, experiences, and knowledge. Additionally, the positive/negative indicators will aid in your level identifications for performance ratings.

### Leadership Development

Builds and maintains the talent needed to achieve the organization's goals. Must take responsibility to grow as a leader. What books are being read, what conferences are being attended? What mentoring relationships are being sought to stretch as leaders and to cause thinking in ways or in levels that have never thought before.

	Key Behaviors	Positive Indicators	Negative Indicators
Level 1 (Basic)	<ul style="list-style-type: none"> <li>– Empowers, coaches and teaches others</li> <li>– Models the organization's values as an example to others</li> <li>– Provides candid, timely and specific performance feedback</li> <li>– Ensures their team has development plans and that actions are addressed</li> </ul>	<ul style="list-style-type: none"> <li>– Can leave the organization and performance doesn't drop</li> <li>– Views performance feedback as a routine but critical part of the job</li> <li>– Focused on development of others</li> </ul>	<ul style="list-style-type: none"> <li>– Stays very involved when away from the unit, people call all the time to get decisions</li> <li>– Provides limited feedback, usually focusing on negatives aspects</li> <li>– Has provided little development, too busy</li> <li>– Has difficulty recruiting internally</li> </ul>
Level 2			
Level 3 (Proficient)	<ul style="list-style-type: none"> <li>– Empowers, coaches and teaches others</li> <li>– Models Deere's values as an example to others</li> <li>– Creates an environment where</li> </ul>	<ul style="list-style-type: none"> <li>– Tries to put the right person in the job and give them the training and tools needed to be successful</li> <li>– Willingly offers feedback to others, doesn't have to be asked; people value his/her insights</li> </ul>	<ul style="list-style-type: none"> <li>– Offers little assistance or development to people; relies on sink or swim approach</li> <li>– Offers feedback only when asked; too busy to take the time</li> </ul>

	<p>feedback is valued and provides on-going candid performance feedback</p> <ul style="list-style-type: none"> <li>– Ensures their team has development plans and that actions are addressed</li> </ul>	<ul style="list-style-type: none"> <li>– Team members have an active, current development plan</li> </ul>	<ul style="list-style-type: none"> <li>– Little or limited awareness of talent in his/her group</li> </ul>
Level 4			
Level 5 (Master)	<ul style="list-style-type: none"> <li>– Empowers, coaches and teaches others to lead</li> <li>– Instills values in developing both people leaders and knowledge leaders</li> <li>– Holds people accountable and addresses performance issues</li> <li>– Displays candid and unselfish managerial courage in assessing, communicating and developing potential</li> </ul>	<ul style="list-style-type: none"> <li>– Challenges people to think versus telling them what to do</li> <li>– Sees coaching and mentoring as a critical part of the job; people seek out his/her advice and counsel;</li> <li>– Importer and exporter of talent</li> </ul>	<ul style="list-style-type: none"> <li>– More inclined to direct people than ask them what they should do</li> <li>– Has difficulty finding the time to coach and mentor; people seldom seek out his/her advice; more likely to take talent than offer it to other areas</li> <li>– Holds on to talent</li> <li>– Has difficulty attracting talent</li> </ul>

## Evangelism

Passionate about helping others accept and develop a relationship with Jesus Christ. Demonstrates a relationship with Jesus Christ that is intimate in nature, and shows commitment to helping others find or gain that same intimacy. Leaders who follow John 12:49; John 5:19; John 8:28; He “only said what the Father wants me to say” We want our pastors to be spirit filled and spirit led!

	Key Behaviors	Positive Indicators	Negative Indicators
Level 1 (Basic)	<ul style="list-style-type: none"> <li>– Offers useful recommendations and suggestions; provides sound rationale, facts and data; advocates ideas with confidence</li> <li>– Solicits support for ideas by linking them to the needs and benefit of key stakeholders</li> <li>– Supports the debate of ideas while maintaining personal respect for others</li> </ul>	<ul style="list-style-type: none"> <li>– Develops and presents factual and logical arguments to support own position; comes across as confident</li> <li>– Sells ideas showing how others can benefit</li> <li>– Willing to discuss alternatives or changes to own ideas</li> </ul>	<ul style="list-style-type: none"> <li>– Business case for own idea seem weak or unsupported; easily shaken when challenged</li> <li>– Limited understanding of benefits to others</li> <li>– Unwilling to discuss alternatives; appears defensive</li> </ul>
Level 2			
Level 3 (Proficient)	<ul style="list-style-type: none"> <li>– Presents a logical and persuasive case for ideas, proposals, and solutions in a way that addresses others’ needs, priorities and concerns</li> <li>– Promotes or asserts ideas, proposals, and solutions with confidence and energy; generates enthusiasm for ideas by tapping into the interests of key stakeholders</li> <li>– Builds coalitions or alliances to garner support for ideas; uses appropriate influence strategy</li> </ul>	<ul style="list-style-type: none"> <li>– Presents a compelling business case for ideas; builds common ground by presenting the ideas from the others’ point of view and identifying benefits to them</li> <li>– Asserts ideas with enthusiasm and commitment; generates interest from others</li> <li>– Identifies and builds relationships with others who can provide help and support in the future.</li> </ul>	<ul style="list-style-type: none"> <li>– Presents ideas from own perspective vs. others’</li> <li>– Has little or limited impact when presenting ideas</li> <li>– Doesn’t build relationships with the intent to understand where others’ are coming from</li> </ul>

	<p>especially when there is no position of authority</p> <ul style="list-style-type: none"> <li>– Values creative tension and supports useful disagreement to reach constructive solutions; holds firm to own position when necessary</li> </ul>		
Level 4			
Level 5 (Master)	<ul style="list-style-type: none"> <li>– Positions ideas, proposals, and solutions to satisfy business needs, and the interests and concerns of key stakeholders</li> <li>– Ensures that ideas, proposals, and solutions are supported by strong logic and a compelling business case; asserts ideas with bold conviction even when faced with resistance</li> <li>– Builds a broad base of support among key decision makers and influencers</li> <li>– Knows when to persist, hold firm, or compromise to gain support.</li> <li>– Uses the appropriate influence strategy to gain commitment across the enterprise</li> </ul>	<ul style="list-style-type: none"> <li>– Extremely adept at getting buy-in and selling ideas based on seeking what is best for the company</li> <li>– Builds behind the scenes support for ideas and proposals</li> <li>– Achieves win-win solutions reaching an acceptable agreement or compromise; anticipates potential issues and concerns and prepares well-conceived, compelling arguments to influence others</li> </ul>	<ul style="list-style-type: none"> <li>– Has difficulty selling ideas; doesn't recognize or relate to others' needs</li> <li>– Fails to build support for an idea by meeting one-on-one with key players to sound them out and build support</li> <li>– Fails to reach agreements or makes agreements that are not win-win from Jesus' perspective</li> </ul>

## Soul Care: Developing Oneself

Demonstrates a commitment to lifelong learning and development that drives continuous self-improvement. Must take responsibility to grow as a leader. They practice spiritual disciplines that help them to grow in their relationship with Christ. They understand clearly that their ministry FOR Christ must come out of intimacy WITH Christ. What books are being read, what conferences are being attended? What mentoring relationships are being sought to stretch as leaders and to cause thinking in ways or in levels that have never thought before.

	<b>Key Behaviors</b>	<b>Positive Indicators</b>	<b>Negative Indicators</b>
Level 1 (Basic)	<ul style="list-style-type: none"> <li>– Demonstrates awareness of own capabilities and development needs; seeks out and openly accepts all feedback from others</li> <li>– Understands the organization’s performance expectations; adjusts performance based upon feedback and experience; learns from failure</li> <li>– Seeks opportunities and assignments to acquire and apply new knowledge and skills</li> <li>– Learns from the experiences of others, external trends and new technology – Admits mistakes and seeks personal feedback</li> </ul>	<ul style="list-style-type: none"> <li>– Recognizes own strengths and development needs; seeks out and uses feedback</li> <li>– Adjusts performance based upon feedback</li> <li>– Demonstrates a desire to learn and grow</li> </ul>	<ul style="list-style-type: none"> <li>– Not open to feedback, own view of capabilities is not aligned with others; has blind spots</li> <li>– Considers oneself as a finished product, little or no need for development</li> <li>– Avoids challenging assignments, prefers to stay in comfort zone</li> </ul>
Level 2			
Level 3 (Proficient)	<ul style="list-style-type: none"> <li>– Regularly reviews own capabilities and seeks constructive feedback to identify development priorities; pursues ways to develop and improve performance</li> <li>– Has a clear understanding personal motivators and core values</li> </ul>	<ul style="list-style-type: none"> <li>– Recognizes own strengths and development needs; seeks out and uses feedback</li> <li>– Adjusts performance based upon feedback</li> <li>– Demonstrates a desire to learn and grow</li> </ul>	<ul style="list-style-type: none"> <li>– Not open to feedback, own view of capabilities is not aligned with others; has blind spots</li> <li>– Considers oneself as a finished product, little or no need for development</li> <li>– Avoids challenging assignments,</li> </ul>

	<ul style="list-style-type: none"> <li>– Shows willingness and agility to tackle challenging assignments and new career opportunities even at the risk of failure</li> <li>– Seeks out and learns from others who have different skills, styles, and viewpoints</li> <li>– Keeps current on changing expectations and success factors within the organization</li> </ul>		prefers to stay in comfort zone
Level 4			
Level 5 (Master)	<ul style="list-style-type: none"> <li>– Is realistic when setting challenging career goals based on an honest reflection of personal values, interests, capabilities and long term goals</li> <li>– Pursues challenging assignments and career opportunities that stretch and build capabilities as well as meet personal goals and values</li> <li>– Conveys a hunger for learning new ideas and new ways of looking at things; creates an environment where self-development is encouraged and supported</li> <li>– Demonstrates honest self-reflection and modifies behavior based on feedback from others and learning experiences.</li> </ul>	<ul style="list-style-type: none"> <li>– Recognizes own strengths and development needs; seeks out and uses feedback</li> <li>– Adjusts performance based upon feedback</li> <li>– Demonstrates a desire to learn and grow</li> </ul>	<ul style="list-style-type: none"> <li>– Not open to feedback, own view of capabilities is not aligned with others; has blind spots</li> <li>– Considers oneself as a finished product, little or no need for development</li> <li>– Avoids challenging assignments, prefers to stay in comfort zone</li> </ul>

### **Diversity & Inclusion**

Values cultural diversity and work effectively with others from different cultures. Seeks to build their understanding of people with different

backgrounds and initiative conversations with people who are different than they are. Demonstrates commitment to taking steps toward leaving a state of colorblindness and becoming a color brave leader.

	<b>Key Behaviors</b>	<b>Positive Indicators</b>	<b>Negative Indicators</b>
Level 1 (Basic)	<ul style="list-style-type: none"> <li>– Accepts, appreciates and respects culturally diverse ideas and points of view</li> <li>– Works effectively with people of different cultures to achieve common goals</li> <li>– Learns about cultural differences and avoids stereotypes– Understands and uses appropriate cultural business etiquette; adheres to corporate diversity practices/policies</li> </ul>	<ul style="list-style-type: none"> <li>– Gets along well with people from different backgrounds; actively tries to learn about other cultures</li> <li>– Learns and adopts local ideas and customs to make the business successful</li> <li>– Looks for opportunities to help people learn about and be integrated into another culture</li> </ul>	<ul style="list-style-type: none"> <li>– Does not relate well to people from different cultures; expects others to adapt to own culture</li> <li>– Does not learn about or adjust to different cultures; stereotypes people</li> <li>– Does not learn or ignores local business etiquette or custom</li> </ul>
Level 2			
Level 3 (Proficient)	<ul style="list-style-type: none"> <li>– Relates well to a variety of people from all cultural background; adapts behavior to subtle cultural norms and expectations – Seeks out culturally diverse ideas and points of view to achieve business success – Ensures others from all cultural backgrounds feel accepted and helps them succeed in the organization – Actively seeks out opportunities to involve or integrate those from different cultural backgrounds</li> </ul>	<ul style="list-style-type: none"> <li>– Gets along well with people from different backgrounds; actively tries to learn about other cultures</li> <li>– Learns and adopts local ideas and customs to make the business successful</li> <li>– Looks for opportunities to help people learn about and be integrated into another culture</li> </ul>	<ul style="list-style-type: none"> <li>– Does not make an effort to learn about or adjust to other cultures</li> <li>– Does not consider or adopt local ideas that might help the business</li> <li>– Expects people to learn and adjust to a new culture on their own; offers little assistance</li> </ul>
Level 4			
Level 5 (Master)	<ul style="list-style-type: none"> <li>– Helps people understand the business value of cultural diversity</li> </ul>	<ul style="list-style-type: none"> <li>– Is a role model for respecting and leveraging diversity; successful in</li> </ul>	<ul style="list-style-type: none"> <li>– Has difficulty conducting business in other cultures</li> </ul>

	<p>and how to leverage cultural difference to achieve business goals; develops new approaches and practices that transcend cultures</p> <ul style="list-style-type: none"> <li>– Actively promotes the recruitment, advancement and success of people from all cultures; works to drive prejudice and intolerant behavior from the organization</li> <li>– Cultivates an environment that engages all cultures and makes everyone feel valued</li> <li>– Promotes cross cultural teams where diverse perspectives are valued.</li> </ul>	<p>different countries and cultures</p> <ul style="list-style-type: none"> <li>– Mentors and assists people from different cultures to adapt and become successful</li> <li>– Helps to develop cultural sensitivity and agility in others</li> </ul>	<ul style="list-style-type: none"> <li>– Offers little assistance to people trying to adjust to a new culture</li> <li>– Lacks cultural sensitivity or agility</li> </ul>
--	--	--	---

### Communicating with Impact

Expresses ideas effectively when communicating verbally, demonstrating knowledge and credibility to establish relationships. Must preach in by drawing others into a relationship with Christ for the first time & continue to grow in their relationship with Christ over a period of time as a result of the preaching. Must address questions such as “How is this message going to bring someone closer to accepting Jesus Christ as their Lord and Savior?” For the one who is just about ready to cross the line of faith: “How is this message going to help someone cross the line of faith and become a follower of Jesus’?” The Christ-following believer: “How is this message going to help Christians take significant steps in their walk with Christ?”

	Key Behaviors	Positive Indicators	Negative Indicators
Level 1 (Basic)	<ul style="list-style-type: none"> <li>– Speaks in a logical, organized manner; clearly and concisely communicates information and ideas</li> <li>– Speaks at an appropriate level of detail</li> </ul>	<ul style="list-style-type: none"> <li>– Speaks clearly and concisely</li> <li>– Presents logical, organized messages</li> <li>– Uses appropriate grammar,</li> </ul>	<ul style="list-style-type: none"> <li>– Does not make points clearly; people have to clarify</li> <li>– Messages seem unorganized or rambling</li> </ul>



	<ul style="list-style-type: none"> <li>– Uses appropriate grammar and business terminology when speaking</li> </ul>	<ul style="list-style-type: none"> <li>terminology and level of detail in messages</li> </ul>	<ul style="list-style-type: none"> <li>– Uses inappropriate grammar or terminology; goes into too much or too little detail</li> </ul>
Level 2			
Level 3 (Proficient)	<ul style="list-style-type: none"> <li>– Expresses ideas clearly and concisely, adapts content and level of detail to meet the needs of the audience</li> <li>– Prepares and delivers clear, well-organized presentations</li> <li>– Actively engages the audience's interest and gauges reactions during presentations; adjusts appropriately</li> <li>– Uses nonverbal behavior appropriately to emphasize key points in discussions and presentations</li> <li>– Answers questions clearly and concisely</li> </ul>	<ul style="list-style-type: none"> <li>– Conveys ideas confidently and succinctly both in one-on-one and in group situations</li> <li>– Reads audiences reactions and adjusts approach accordingly</li> <li>– Anticipates questions and is able to respond clearly and convincingly</li> </ul>	<ul style="list-style-type: none"> <li>– Not comfortable in front of groups</li> <li>– Fails to read or misses audience's reactions and does not respond; sticks to the original presentation</li> <li>– Seems frustrated by challenging questions; does not handle objections well</li> </ul>
Level 4			
Level 5 (Master)	<ul style="list-style-type: none"> <li>– Communicates effectively to; delivers high-impact presentations that inspire audience support and engagement</li> <li>– Projects a highly credible, professional image and uses the appropriate presentational style to maximize audience impact</li> <li>– Uses vivid language and illustrations to convey key ideas;</li> </ul>	<ul style="list-style-type: none"> <li>– Recognized for ability to make presentations that inspire audience support</li> <li>– Presents a highly professional and credible image</li> <li>– Deals directly and confidently with difficult or controversial objections and questions</li> </ul>	<ul style="list-style-type: none"> <li>– Presentations are factual but not engaging</li> <li>– Overall presentation style lacks professionalism and has impact on the audience</li> <li>– Avoids or is hesitant in dealing with difficult or emotionally charged issues or objections</li> </ul>

	<p>uses appropriate body language to enhance impact of messages</p> <ul style="list-style-type: none"> <li>– Handles emotionally charged or controversial issues respectfully</li> <li>– Ensures clarity and continuity of content themes throughout presentations</li> </ul>		
--	---	--	--

### Creating and Executing a Vision

Focuses efforts on achieving the organization’s desired end results. Must spend time discerning (Romans 12:1-2; Philippians 1:10) what the Lord is saying to this particular church about how He wants to uniquely use it in the community to bring as many people into a relationship with Christ as possible and then help them become raving fans who begin to do all they can to reach their community for Christ.

	Key Behaviors	Positive Indicators	Negative Indicators
Level 1 (Basic)	<ul style="list-style-type: none"> <li>– Takes ownership for action even in ambiguous situations</li> <li>– Establishes clear goals and priorities with his/her team</li> <li>– Keeps people informed of results and good and bad news</li> <li>– Confronts and resolves issues in a timely manner</li> <li>– Quickly adapts and favorably reacts to changing circumstances</li> </ul>	<ul style="list-style-type: none"> <li>– Makes own decisions, does not “sit on the fence”</li> <li>– Keeps team focused, not easily distracted</li> <li>– Keeps focused on meeting goals, steps forward to address difficult or unexpected challenges and issues</li> </ul>	<ul style="list-style-type: none"> <li>– Often seeks too much guidance or approval before making decision</li> <li>– Frequently changes direction or priorities; allows too many items on his/her critical list</li> <li>– Avoids or fails to confront challenges and issues</li> </ul>

Level 2			
Level 3 (Proficient)	<ul style="list-style-type: none"> <li>– Commits to an action despite the uncertainty of the outcome and accepts the resulting consequences</li> <li>– Establishes clear goals and priorities with his/her managers</li> <li>– Keeps people informed of results and good and bad news</li> <li>– Confronts and resolves issues that impact the organization’s end results</li> <li>– Quickly adapts and favorably reacts to changing circumstances</li> </ul>	<ul style="list-style-type: none"> <li>– Weighs the risks versus the benefits of possible actions; willing to commit despite the ambiguity; “keeps their nerve”</li> <li>– Keeps group focused, not easily distracted</li> <li>– Keeps focused on meeting goals, steps forward to address difficult or unexpected challenges and issues</li> </ul>	<ul style="list-style-type: none"> <li>– Reluctant or hesitant to take action when faced with ambiguity</li> <li>– Frequently changes direction or priorities; allows too many items on his/her critical list</li> <li>– Avoids or fails to confront challenges and issue</li> </ul>
Level 4			
Level 5 (Master)	<ul style="list-style-type: none"> <li>– Acts courageously to take intelligent risks, and supports others who do so</li> <li>– Conveys a strong sense of urgency in delivering on promises – Reports bad news early</li> <li>– Confronts issues and manages assertively</li> <li>– Capitalizes on unanticipated opportunities and changing circumstances</li> </ul>	<ul style="list-style-type: none"> <li>– Instills a culture that embraces and promotes calculated risk taking</li> <li>– Keeps the organization focused on the critical few priorities; consistently reinforces importance and urgency</li> <li>– Keeps committed to goals, moving forward, even when faced with obstacles or unanticipated circumstances</li> </ul>	<ul style="list-style-type: none"> <li>– Reluctant or hesitant to take action when faced with ambiguity</li> <li>– Frequently changes direction or priorities; allows too many items on his/her critical list</li> <li>– More focused on why something cannot be done than on what it will take to be successful</li> </ul>

## Building Relationships

Develops, maintains, and strengthens partnerships with others inside and/or outside of the organization who can provide information, assistance and support. Must become increasingly proficient to help everyone reach their full redemptive potential. To come to a greater understanding of the gifts Holy Spirit has put inside of all of us and how those gifts might be actualized to advance the Kingdom. Must function incredibly well with the governing board of the church and be building great relationships with people out in the community. Must proactively think of developing GREAT relationships inside AND outside the walls of the church. Must be the ones who initiative the conversations with people who are different than the church and community.

	Key Behaviors	Positive Indicators	Negative Indicators
Level 1 (Basic)	<ul style="list-style-type: none"> <li>– Relates to people in an open , friendly and accepting manner; interacts politely and courteously</li> <li>– Initiates interactions and conversations to establish and build relationships; works to make others successful</li> <li>– Offers help and assistance to others</li> <li>– Treats all people with dignity, fairness and respect; values diversity and inclusion in the workforce</li> </ul>	<ul style="list-style-type: none"> <li>– Effective in dealing with most people</li> <li>– Actively engages with and supports others</li> <li>– Learns about other’s need</li> </ul>	<ul style="list-style-type: none"> <li>– Has issues in getting along and dealing with people</li> <li>– Keeps to themselves, engages only when asked or directed</li> <li>– Can be critical and sarcastic of others</li> </ul>
Level 2			
Level 3 (Proficient)	<ul style="list-style-type: none"> <li>– Projects warmth, sincerity and openness in interactions with others</li> <li>– Relates well to people regardless of their organizational level, personality or background; adjusts</li> </ul>	<ul style="list-style-type: none"> <li>– Quickly builds rapport and gains people’s respect</li> <li>– Notices and interprets what others are feeling; says or does things to address other’s concerns</li> </ul>	<ul style="list-style-type: none"> <li>– Not overly interested in others needs or concerns</li> <li>– Does not notice or respond to cues others are sending</li> <li>– Seems focused on own needs and</li> </ul>

	<p>interpersonal style in response to subtle non-verbal clues</p> <ul style="list-style-type: none"> <li>– Maintains positive relationships even under difficult or heated circumstance</li> <li>– Contributes to a positive work environment and a culture where people feel valued and respected</li> <li>– Increases personal agility by building networks across the organization and externally</li> </ul>	<ul style="list-style-type: none"> <li>– Seen as open and approachable</li> </ul>	<p>issues, not seen as open or approachable</p>
Level 4			
Level 5 (Master)	<ul style="list-style-type: none"> <li>– Cultivates a broad network of contacts both within and outside of the organization across functional, cultural, and global boundaries</li> <li>– Connects with others by taking a genuine interest in their goals, aspirations, and concerns</li> <li>– Fosters a positive work environment and a culture where people feel valued and respected</li> <li>– Brings people together to build positive relationships; leverages even difficult or heated circumstances to enhance relationships</li> <li>– Addresses behavior in others that may damage constructive relationships</li> </ul>	<ul style="list-style-type: none"> <li>– Has created extensive networks which provide needed information and support</li> <li>– Has built trusting relationships with people both inside and outside the company; uses the contacts to get things done and solve problems</li> <li>– Makes people feel that they are important and valued</li> </ul>	<ul style="list-style-type: none"> <li>– Has few relationships outside of own group</li> <li>– Has not connected with others, shows little or no interest in others concerns or issues</li> <li>– Does not come across as caring or sincere</li> </ul>

