

Advisory Board

# PASTORAL SEARCH MANUAL PART 2

## **WHO ARE WE LOOKING FOR?**

Exercises for helping Churches clarify a  
Pastoral Profile

**A guide for Pastoral Search Committees**

**WHO ARE WE LOOKING FOR?**  
**Exercises for Helping Churches Clarify a Pastoral Profile**

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## How the Exercises Work

When churches begin the process of looking for a pastor, 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 pastoral search group and whole congregation to begin a more realistic and focussed approach to the development of a pastoral profile for a prospective pastor/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 pastoral 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 recognise 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 Pastoral Search Committee 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 Pastoral Search Committee.

**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 Pastoral Search Committee – 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.

- v 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 Pastoral Search Committee.

We hope these exercises will be helpful in assisting the search process and clarifying roles and expectations. Please note a page formatting problem results in page 10 being unable to be used.

***BUV Ministry Team***

## 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 pastor/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:** 60-90mins.

### Exercise 1

#### **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. Alternatiely 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 butchers paper with each category listed, and room to add peoples' scores, and make a total at the end such as:

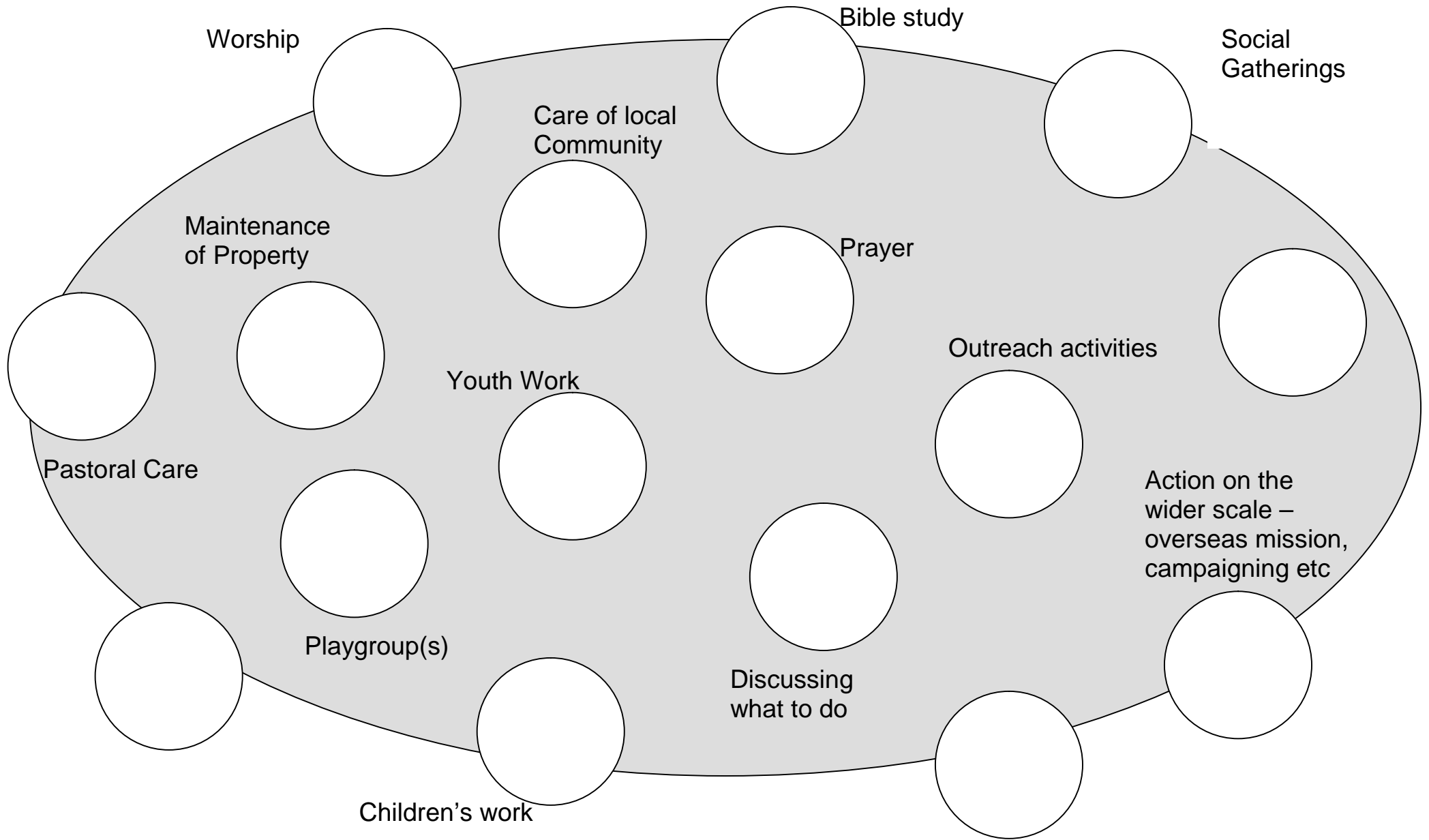
Category	Group Scores	Total
Worship	20, 9, 16, etc.	
Outreach	0, 2, 5, 1, etc.	

4. Some textas 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 mins, and then see if people need more time.
4. People can circulate around the other groups and get others to explain their coin piles. (10mins)
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 pastor / leader who will
  1. Help us to gain strength in the areas where we are currently weaker?
  2. Assist us to do what we already do well better?
  3. Take us in a new direction entirely?
10. After 10 mins 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 2** (for larger churches)**You will need:**

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

**Instructions:**

1. Produce a large grid of your church's ministries.
2. Put on wall in key position for people to easily sign (provide textas).
  - § Red = primary focus – main commitment ie. The main way in which you feel that you serve within the church community eg. Pianist
  - § Blue = secondary activities ie. Other ways that you serve in the church. Eg. 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 up for 3 weeks and keep explaining 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:
  - Ø Where most people are involved? Is this OK? Does it reflect our mission statement/ aims/ beliefs about church?
  - Ø What do we feel about the areas that involve very few people?
8. After 15mins in groups, then move into a plenary discussion.
9. Now, in the light of this, what do we want a new leader to do?
  - A. Help us to gain strength in the areas where we are currently weaker?
  - B. Assist us to do what we already do well better?
  - C. Take us in a new direction entirely?
10. Make sure someone minutes this discussion for future reference.

## Sample Grid

Worship planning	Worship leading musos etc	Bible study groups	Care for local community	Prayer groups
Missionary support	Political action & campaigning	Property maintainance	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 Pastor

**Aim:**

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

**Time required:** 60-90mins 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 blutack or similar, where they can be easily reached by people.

**Instructions:**

1. Get into groups of 5-6, by numbering people around 1 to n, 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 mins)
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 Pastoral Search Committee.

<b>Extrovert</b>	<b>Confrontational</b>	<b>Speaks in Tongues</b>
<b>Musical</b>	<b>Competent Preacher/Teacher</b>	<b>Equipper Of People</b>
<b>All Rounder</b>	<b>Had Experience in the Workforce</b>	<b>Good Listener</b>
<b>Hard Worker</b>	<b>Reflective</b>	<b>Delegator</b>
<b>Youthful (25-45)</b>	<b>Sense of Call</b>	<b>Understands Dynamics Of Conflict &amp; How to Face it</b>
<b>Ecumenical</b>	<b>Team Person</b>	<b>Copes Well with Stress</b>
<b>Married</b>	<b>Prayerful</b>	<b>Sense of Humour</b>
<b>Evangelistic</b>	<b>Self Aware</b>	<b>Has a Heart for the Local Community</b>

<b>Well Organised</b>	<b>Has had Several Pastoral Appointments</b>	<b>Committed to the Bible</b>
<b>Charismatic</b>	<b>Able to Keep Confidences</b>	<b>Strongly Baptist</b>
<b>Growing Relationship With God</b>	<b>Hones</b>	<b>Relates Warmly to People Both Inside &amp; outside The Church</b>
<b>Woman</b>	<b>Self Starter</b>	<b>Effective Communicator</b>
<b>Ability to Deal With Criticism</b>	<b>Pastoral Heart</b>	<b>Visionary and Strategic Thinker</b>
<b>Team Player</b>	<b>Bi-Vocational</b>	<b>Has Children</b>
<b>Social Drinker</b>	<b>Divorced or Separated</b>	<b>Perfectionist</b>
<b>Missionary Minded</b>	<b>Committed to Baptist Union of Vic</b>	<b>Strong Social Conscience</b>

### **Activity 3: Discerning the Specific Skill Areas Needed**

**Aim:**

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

At various times churches need a pastor to have a particular area of developed proficiency. This card game is a process for assisting Pastoral Search Committees to identify what specialised 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 mins

**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:**

NB. You will need to be meeting somewhere with photocopying facilities, and have scissors or a guillotine available

**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**

v Each member of the pastoral search group is given 10 cards. They are:

- ◇ A pastor who can help a church to change.
- ◇ A pastor who can nurture a church's spirituality and help a church to connect more deeply with God.
- ◇ A pastor who can help a church to become a community in which people feel valued and cared for.
- ◇ A pastor who can help a church organisation to function smoothly with good levels of communication and efficient processes.
- ◇ A pastor who can communicate God's message in a way that draws a response.
- ◇ A pastor with an ability to help a church to embrace within its life a diversity of cultures (e.g. nationalities, ages, theological preferences).
- ◇ A pastor 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 pastor who can cultivate an environment in which people of different life experience can grow in their faith.
  - ◇ A pastor who can lead a church into missional engagement with its community.
  - ◇ A pastor with an ability to identify, develop and support leadership - both current and potential.
- v Each person is asked to eliminate the cards that are least relevant to the church's situation.
  - v Each person then selects the card that they think reflects the competency in ministry that the church most needs its pastor to have. They then discuss what they have chosen with the whole group, and why.
  - v Each person then selects their second preference, and discusses their reasons for this choice.
  - v 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**

- v 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 pastor 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:

- o A pastor who is a frequent and gifted visitor.
  - o A pastor who is able to develop a culture and systems of mutual care within the congregation.
  - o A pastor who is a gifted counsellor.
  - o A pastor who is able to nurture people through life transitions.
  - o A pastor who is able to help a church become an accepting and welcoming congregation.
  - o A pastor who has a very pastoral approach to preaching.
- v 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.
  - v 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 pastoral search group's second consensus preference.

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

<p>A pastor who can help a church to change.</p>	<p>A pastor who can nurture a church's spirituality and help a church to connect more deeply with God.</p>
<p>A pastor who can help a church to become a community in which people feel valued and cared for.</p>	<p>A pastor who can help a church organisation to function smoothly with good levels of communication and efficient processes.</p>
<p>A pastor who can communicate God's message in a way that draws a response.</p>	<p>A pastor 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 pastor 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 pastor who can cultivate an environment in which people of different life experience can grow in their faith.</p>
<p>A pastor who can lead a church into missional engagement with its community.</p>	<p>A pastor with an ability to identify, develop and support leadership - both current and potential.</p>

## A PASTOR WHO CAN HELP A CHURCH TO CHANGE

---

A pastor who is gifted in strategic planning .

---

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

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

---

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

---

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

---

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

---

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

---

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

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**A PASTOR WHO CAN NURTURE A CHURCH'S SPIRITUALITY AND HELP A CHURCH TO CONNECT MORE DEEPLY WITH GOD**

---

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

---

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

---

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

---

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

---

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

**A PASTOR WHO CAN HELP A CHURCH TO BECOME A COMMUNITY IN WHICH  
PEOPLE FEEL VALUED AND CARED FOR**

---

A pastor who is a frequent and gifted visitor.

---

A pastor who is a gifted counsellor.

---

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

---

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

---

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

---

A pastor who has a very pastoral approach to preaching.

---

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

---

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

---

**A PASTOR WHO CAN HELP A CHURCH ORGANISATION TO FUNCTION SMOOTHLY  
WITH GOOD LEVELS OF COMMUNICATION AND EFFICIENT PROCESSES**

---

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

---

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

---

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

---

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

---

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

---

A pastor who is gifted in conflict resolution.

---

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

---

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

## A PASTOR WHO CAN COMMUNICATE GOD'S MESSAGE IN A WAY THAT DRAWS A RESPONSE

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A pastor who is a modern day evangelist.

---

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

---

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

---

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

---

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

---

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

---

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

---

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

---

**A PASTOR WITH AN ABILITY TO HELP A CHURCH TO EMBRACE WITHIN ITS LIFE A DIVERSITY OF CULTURES (EG NATIONALITY, AGES, THEOLOGICAL PREFERENCES)**

---

A pastor who is passionate about unity in diversity.

---

A pastor who has cross cultural ministry experience.

---

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

---

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

---

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

---

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

---

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

**A PASTOR WHO CAN HELP A CHURCH TO DEVELOP ITS MINISTRY TO A PARTICULAR TARGET GROUP (EG YOUTH, CHILDREN, SENIORS, PEOPLE ON THE FRINGES)**

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A pastor who is a specialist, rather than a “GP”.

---

A pastor with a special gift for developing youth ministry.

---

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

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

---

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

---

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

---

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

---

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

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**A PASTOR WHO CAN CULTIVATE AN ENVIRONMENT IN WHICH PEOPLE OF  
DIFFERENT LIFE EXPERIENCE  
CAN GROW IN THEIR FAITH**

---

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

---

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

---

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

---

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

---

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

---

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

---

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

## A PASTOR WHO CAN LEAD A CHURCH INTO MISSIONAL ENGAGEMENT WITH ITS COMMUNITY

---

A pastor who is outward focussed.

---

A pastor with a track record for community based programs.

---

A pastor who is able to move beyond the “talk” and get the “doing” happening.

---

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

---

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

---

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

---

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

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

**A PASTOR WITH AN ABILITY TO IDENTIFY, DEVELOP AND SUPPORT LEADERSHIP –  
BOTH CURRENT AND POTENTIAL**

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A pastor who believes in and practices succession planning.

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A pastor with experience in leadership training.

---

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

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

---

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

---

A pastor 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 pastor 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 all the congregation to go through before the pastoral search process determines the pastoral profile.

**Time required:** 60 mins

### 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 (10mins) 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)

Pastoral care

Preaching / Teaching

Evangelism

Community involvement and Social justice issues

Vision/goals/direction/setting

Equipping people for ministry

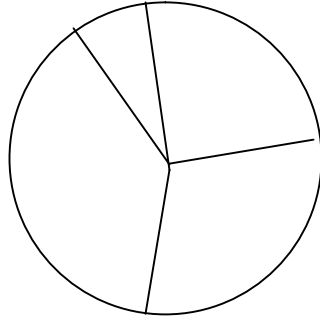
Worship Preparation and Involvement

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 eg.
  - a. Special Focus functions like funerals and weddings,
  - b. Denominational and interdenominational connections and ministry.
3. We also need to make clear that pastors 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 Pastoral Search Committee 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 mins.)



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 Pastoral Search Committee in their task, for the moderator and for the BUV Advisory Board, and all who will play a part in helping the church to discern the right person for the ministry.