

the people of God in this time and this place. Consequently, it is legitimate for the congregation to hold the Senior Pastor accountable for those things mentioned above: progress with regard to the Strategic Direction, compliance with the governing policies and preaching and teaching in accordance with the Word of God.

Performance Appraisals

The Senior Pastor receives a performance appraisal from the Governance Board. It is amazing how many different stories we hear about performance appraisal processes, but most often we hear that it is not done. At times, we hear that it is done without any preparation and in a purely subjective way, either being so soft it gives the pastor no significant feedback about performance, or so harsh it blindsides the pastor with criticism that he/she has never heard before. There are ways to do performance appraisal properly, and we have some recommendations.

There is not a better way to convey a lack of appreciation for someone's efforts than to ignore them.

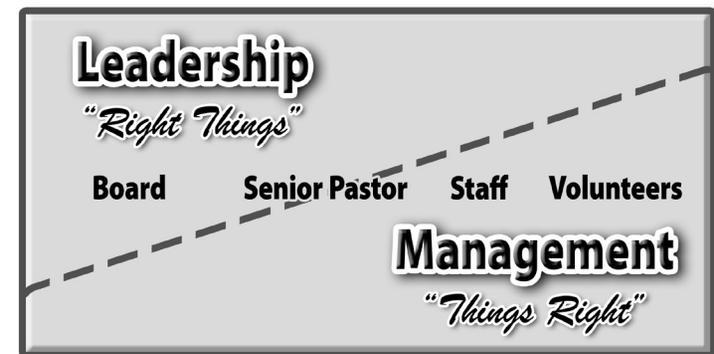
The performance appraisal process should actually start twelve months before the formal appraisal takes place. The Senior Pastor and two or three Board members who have been

charged with the task of conducting the appraisal should agree upon what the Pastor will attempt to accomplish in the upcoming year. That plan has three components.

First of all, the Senior Pastor's set of goals should flow from the Operational Path which the Pastor and staff have developed for the coming year. The Operational Path is created when the staff comes together and says, "This is what we intend to achieve in the next year that will move us forward with regard to the congregational Strategic Direction. We will be focused on these things." From that, the Senior Pastor can then say to the appraisal team, "Here is what I believe we can accomplish this year." Secondly, "I intend to pursue this sort of personal and/or professional growth this year." Finally, the Senior Pastor should share his/her intended approach to managing/overseeing the staff for the coming year. This plan forms the basis for the Senior Pastor's performance appraisal.

LEADERSHIP AND MANAGEMENT

Some of the above activities are more in the realm of management than leadership. The reality is that no position in an organization is 100% leadership or 100% management. Every position along the organizational structure has need of being able to determine "right things" and knowing how to do "things right." The diagram below displays that idea. The Governance Board at the far left is practically consumed with governance (leadership) but still has some operational (management) issues of its own to address. At the other end is the position which is actively engaged in action in the community and congregation. This position is primarily focused on doing things the right way. And yet, when no one else is around, the person in this position has to be able to determine what the "right things" are in order to be able to do "things right."



The Governance Board's primary task is governance. There are indeed some operational (management) issues it must also address. Previously, we discussed some of these (for example, Board Education, Management and Oversight of the Senior Pastor and Leadership Recruitment). Boards often become consumed with their own management details and develop an unhealthy interest in tasks. They become enthralled by operational details of the day-to-day life of the congregation; this is known as micro-management. They become distracted by the urgent, yet not always important, operational issues while neglecting the truly important, but seldom urgent, governance concerns. The short-term benefits of Board efforts in operations will not sustain the congregation. However,