



## Pastoral Leadership Competencies Mapping Exercise - Lay Leader -

In order to design a Pastoral Leadership 360 for Lay Leaders, four Church sources were utilized to provide leadership competencies and behaviors that were then mapped against a library of 99 research-based competencies to produce a psychometrically sound (valid and reliable) assessment instrument. The Catholic Leadership 360 for Lay Leaders is thus a valid and reliable indication of leadership performance and effectiveness, grounded in Catholic Church instruction for the ongoing formation of lay leaders.

### 1. **Co-Workers in the Vineyard of the Lord** (2005)

The formation of lay ministers requires assessment and evaluation throughout the initial and ongoing formation process. Goals, elements, and methods in four areas”

- a. Human Formation
- b. Spiritual Formation
- c. Intellectual Formation
- d. Pastoral Formation

### 2. **National Certification Standards for Lay Ecclesial Ministers** (2006)

Core Competencies and Specialized Competencies in five areas:

- a. Personal/Spiritual Maturity
- b. Ministerial Identify
- c. Catholic Theology
- d. Ministerial Praxis
- e. Professional Practice

### 3. **Standards for Excellence: An Ethics and Accountability Code for Catholic Dioceses, Parishes and Nonprofits** (2007)

8 Guiding Principles and 55 detailed Standards including best practices for:

- a. Ministerial evaluation
- b. Leadership development
- c. Opportunities for advancement
- d. Succession planning

### 4. **Lay Parish Ministers: A Study of Emerging Leadership, De Lambo** (2005)

Most important Ministry Skills (as identified by over 90% of respondents)

- a. Communicating one-on-one
- b. Recruiting volunteers
- c. Planning
- d. Collaborating
- e. Facilitating events/meetings
- f. Organizing projects
- g. Leading/co-leading prayer

### 5. **Center for Creative Leadership – Library of Leadership Competencies and Behaviors**

99 leadership competencies, with 3-16 behaviors each, covering:

- a. Leading Others
- b. Leading the Organization
- c. Leading Yourself

**6. Catholic Leadership 360 For Lay Leaders**

- a. 15 competencies
- b. 81 behaviors
- c. 2 open-ended questions on ministerial effectiveness

## 360-Degree Leadership Assessment for Lay Leaders

Summary of the pastoral leadership competencies and custom questions identified for Lay Leaders:

### Leadership Competencies

<p><b>Communication –</b> <i>Effectively communicates ministerial goals through presentation of information.</i></p>	<p><b>Selecting, Developing, Accepting People –</b> <i>Sizes up people well; tolerant of idiosyncrasies and patient with others; good counselor and mentor; brings out the best in people; offers others appropriately challenging assignments and the opportunity to grow.</i></p>
<p><b>Managing Conflict; Negotiation –</b> <i>Negotiates adeptly with individuals and groups; effective at managing conflict and confrontations skillfully.</i></p>	<p><b>Inspiring Commitment –</b> <i>Motivates others to perform at their best.</i></p>
<p><b>Listening –</b> <i>Is a willing and patient listener and is open to feedback</i></p>	<p><b>Planning and Goal Setting –</b> <i>Can translate vision into action.</i></p>
<p><b>Brings Out the Best in People –</b> <i>Has a special talent with people that is evident in his/her ability to pull people together into highly effective teams.</i></p>	<p><b>Openness to Others’ Ideas; Flexibility –</b> <i>Takes ideas different from own seriously; shares responsibility and collaborates with others; accepts criticism well; doesn’t assume a single best way.</i></p>
<p><b>Influencing, Leadership, Power –</b> <i>Good at inspiring and promoting a vision; able to persuade and motivate others; skilled at influencing superiors; delegates effectively.</i></p>	<p><b>Time Management –</b> <i>Sets priorities well; extremely productive; deals with interruptions appropriately; avoids spreading self too thin.</i></p>
<p><b>Relationships –</b> <i>Builds cooperative relationships; skilled at relating to many different types of people including subordinates, superiors, peers and outsiders.</i></p>	<p><b>Seeks Opportunities to Learn –</b> <i>Seeks out experiences that may change perspective or provide an opportunity to learn new things.</i></p>
<p><b>Differences Matter –</b> <i>Demonstrates a respect for varying backgrounds and perspectives; values cultural differences.</i></p>	

## Ministerial Competencies

### **Person of Faith – *Invites reliance on God’s assistance at all times and in all circumstances***

- Shares faith by consistently infusing ministry with times of prayer, theological reflection, teaching about the faith, faith sharing, etc.
- Participates in the prayer and ritual life of the faith community according to his/her role.

### **Minister of the Church – *Demonstrates faithfulness to the rich tradition of the Catholic Church in the work of the ministry***

- Carries out his/her ministry with evident attention to being part of the diocese and the global Church
- Carries out their ministry in such a way that displays its rootedness in the ministry of Jesus and his injunction to “love one another as I have loved you.”
- Practices ministry with the kind of commitment expected of a minister of the Church.

## Open-Ended Questions

1. What does it look like when this person is most effective in their role of ministry?
2. What are some areas this person can develop to be more effective in their ministry?