



## Pastoral Leadership Competencies Mapping Exercise

In order to design a Pastoral Leadership 360 for Priests, 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 Priests is thus a valid and reliable indication of leadership performance and effectiveness, grounded in Catholic Church instruction for the ongoing formation of Priests.

### 1. Pastores Dabo Vobis

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

### 2. Program of Priestly Formation

- a. "Growth in self-awareness and sound personal identity are the hallmarks of a healthy personality that establishes a secure basis for the spiritual life. Such growth may be demonstrated by sound prudential judgment; sense of responsibility and personal initiative; a capacity for courageous and decisive leadership; an ability to establish and maintain wholesome friendships; and an ability to work in a collaborative, professional manner with women and men, foregoing self-interests in favor of cooperative effort for the common good."
- b. "The pastoral formation program should provide opportunities for seminarians to acquire the basic administrative skills necessary for effective pastoral leadership, recognizing that programs of continuing education and ongoing formation will be necessary to equip newly ordained priests to assume future responsibilities as pastors. Additional leadership skills include an ability to manage the physical and financial resources of the parish, including educating parishioners about the gospel value of stewardship, and an ability to organize parochial life effectively to achieve the goals of the new evangelization."

### 3. The Basic Plan for the Ongoing Formation of Priests

- a. "Pastoral formation entails the development of skills and competencies that enable priests to serve their people well. Pastoral formation is not divorced from intellectual or theological education. It is, however, the more practical side of theology... Competencies and skills by their very nature are acquired and developed through instruction, application, and practice. Attempts to develop certain critical pastoral competencies and skills for priestly ministry will meet with limited success in the course of a seminary program. The real opportunity to learn and cultivate such pastoral competencies and skills is after ordination, when the opportunity for application and practice becomes available."
- b. "In carrying out these tasks, pastors need skills, for example, in communications and administration. They need practical wisdom, for example, to translate general norms into their particular situation. They need presence and availability to their people, so that they can be effective sacramental signs of the Church's unity and the Good Shepherd's care."

- c. “A final programmatic dimension of coming into the first pastorate (and lasting throughout one’s time as pastor) is the establishment of connections in the presbyterate... Finally, a new pastor is especially in need of some special attention from a priest responsible for ongoing formation as well as from a priest-pastor-mentor, who can offer more intense and frequent guidance in the first steps of assuming the responsibilities of pastor. These connections serve to ensure the accountability of priests in the process of ongoing formation, a critical element of the process at every stage.”
- d. “Programs must necessarily vary from diocese to diocese because of varying resources. Some programmatic responses must necessarily be based in the diocese, such as the contact of new pastors with the bishop, other pastors, and a mentor. Other programs, such as initiation to requisite skills and knowledge, could be handled on a regional or even national basis.”

**4. In Fulfillment of Their Mission: The Duties and Tasks of a Roman Catholic Priest**

The Nine Ministerial Duties of a Catholic Priest:

- 1. Celebrates Liturgy and Sacraments
- 2. Provides Pastoral Care and Spiritual Guidance
- 3. Teaches the Faith
- 4. Leads Parish Administration
- 5. Practices a Ministry of Presence with Parish Groups
- 6. Participates in the Life of the Diocesan Church
- 7. Engages with Diverse Publics
- 8. Engages in Professional Development
- 9. Engages in Personal Development

Matrix of 73 Performance Areas each with Performance Statements for Novice, Approaching Proficiency, Proficiency, Above Proficiency

**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 Priests**

- a. 14 competencies
- b. 99 behaviors
- c. 2 open-ended questions on ministerial effectiveness

# 360-Degree Leadership Assessment for Priests

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

## Leadership Competencies

### Communicating Information, Ideas –

*Effectively communicates parish/diocesan goals and is able to inspire through presentation of information.*

### Inspiring Commitment –

*Motivates others to perform at their best.*

### Leading Staff –

*Delegates to staff effectively, broadens staff opportunities, acts with fairness toward direct reports*

### Brings Out the Best in People –

*Has a special talent with people that is evident in his ability to pull people together into highly effective teams.*

### Forging Synergy –

*Maintains smooth, effective working relationships; promotes effective teamwork.*

### Relationships –

*Builds cooperative relationships; skilled at relating to many different types of people including subordinates, superiors, peers and outsiders.*

### Differences Matter –

*Demonstrates a respect for varying backgrounds and perspectives; values cultural differences.*

### Selecting, Developing, Accepting People –

*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.*

### Administrative/Organizational Ability –

*Can organize and manage projects and people well; can easily handle situations where there is no prescribed method of proceeding.*

### Openness to Others Ideas; Flexibility –

*Takes ideas different from own seriously; shares responsibility and collaborates with others; accepts criticism well; doesn't assume a single best way.*

### Courage –

*Acts decisively to tackle difficult problems; perseveres in the face of problems; takes the lead on unpopular though necessary actions.*

### Seeks Opportunities to Learn –

*Seeks out experiences that may change perspective or provide an opportunity to learn new things.*

### Credibility –

*Acts in accordance with stated values; follows through on promises; uses ethical considerations to guide decisions and actions.*

## Ministerial Competencies

### Ministerial Identity and Relationships - *Manifests a clear commitment to his ministry in the Church.*

- Appears at ease in his role as a person with a public identity
- Appears at ease representing the Catholic Church.
- Manifests a clear service orientation in his life and ministry.
- Manifests a healthy, mature awareness of God in his life.
- Appears genuinely interested in the people of his parish / diocese.
- Responds to a variety of needs among his parishioners.

## Open-Ended Questions

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