



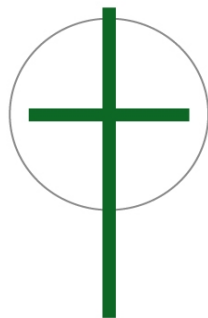
LPLI
Results

Feedback Report

**California-Nevada
Annual Conference**

202 Cal-Nev Participants

2008



Lewis Center
for Church Leadership

Wesley Theological Seminary

www.churchleadership.com

A Final Report to the California-Nevada Conference
Lewis Pastoral Leadership Inventory (LPLI), Pilot Two
2008

Lewis Center for Church Leadership
Wesley Theological Seminary

The LPLI a leadership development tool designed by the Lewis Center for Church Leadership to assess how a pastor sees his or her strengths and weaknesses and how the pastors are seen by observers familiar with their work. Designed specifically for pastoral leaders, the LPLI covers seventy-five criteria of effectiveness in ministry. Pastors receive a personalized report summarizing the findings. The process integrates self appraisal with feedback from others providing comprehensive input for improvement and growth in ministry.

Participants and Findings

At the end of October, 2008, all pastors in the California-Nevada Conference were asked to participate in the LPLI. As of December 8, 2008, 320 pastors had inquired about the process, 248 had begun the process, and 202 completed the process. (To complete the process and for a report to be issued at least five observers must complete surveys.) Almost all pastors who completed the process consented to their reports being issued to their respective district superintendents.

This report draws on the results of clergy in 13 conferences that participated in the second pilot version of the LPLI: East Ohio, Eastern Pennsylvania, Florida, Holston, Iowa, Minnesota, North Alabama, North Carolina, South Carolina, Virginia, West Ohio, and Western New York. California-Nevada is the only conference in this pilot that asked all their pastors to participate in the LPLI. In total, this report draws on the results of 621 clergy, 202 of whom are from the California-Nevada Conference.

Highlights from California-Nevada Participants

Participating clergy scored very highly. Pastors participating generally scored highly on the instrument, although they tend to rate themselves less highly than their observers rate them. The average self score clergy gave themselves was 5.80 on a 7-point scale and the average rating by observers was 6.16. Past research has shown that effective and highly effective clergy tend to rate themselves lower than their observers do, while less-than-effective clergy normally score themselves higher than do their observers.

California-Nevada pastors rated higher on most of the questions compared to the larger pool. However, there are a number of places where they rated lower. Keep in mind two factors that tend to skew scores higher. One is the “halo” effect that has been documented in studies of how people tend to regard clergy. The second is a tendency for scores to skew upward when a 360-degree instrument is “required” which leads to the fear that negative feedback could be used punitively.

Participants scored highest on criteria related to character and lowest in areas related to accomplishments in ministry. Pastors scored highest on a set of criteria related “character” such as maintaining appropriate boundaries, honesty, and demonstrating personal faith in Jesus Christ. Pastors tended to score least well on a set of criteria related to accomplishments in ministry, such as developing plans to reach new disciples and increasing worship attendance.

Results show no significant difference in effectiveness related to gender, age, years of service, or size of congregation. You will notice some slight differences that you may want to pursue. The pattern in other conferences has been for clergy to rate themselves somewhat higher at each advancing age level. On the other hand, observers tend to rate clergy somewhat lower with each advancing age level. Such a pattern is not evident in your conference.

A Distinctive Strength

Conference pastors rated themselves much higher on “encourages diversity and inclusiveness” compared to the larger pool.

Much to Celebrate

There is much to celebrate among United Methodist clergy in the results of the second LPLI pilot. The clergy and their observers (district superintendents and laity) all rated these characteristics highest among the seventy-five criteria on the survey.

- **Maintains appropriate boundaries so sexual misconduct or harassment are never issues.** (number 1 for both clergy and observers)
- **Is honest.** (4 for clergy and 2 for observers)
- **Genuinely care about me.** (2 for clergy and 5 for observers)
- **Plans and prepares for worship.** (3 for clergy and 6 for observers)
- **Demonstrates personal faith in Jesus Christ.** (7 for clergy and 3 for observers)
- **Treats others with dignity and respect.** (5 for clergy and 10 for observers)
- **Encourages diversity and inclusiveness.** (6 for clergy and 11 for observers)

Shared Struggles

Through the LPLI, clergy and laity also identified a number of areas in which clergy can grow in their leadership effectiveness. Clergy and observers rated these items lowest among the seventy-five criteria.

- **Increases worship attendance.** (number 75 for both clergy and observers)
- **Develops plans to reach new disciples.** (74 for both clergy and observers)
- **Ensures that members know what is expected of them and holds them accountable around the congregation’s mission, values, and goals.** (73 for clergy and 72 for observers)
- **Increases giving by emphasizing stewardship.** (73 for observers; 67 for clergy)
- **Increases members’ participation in new and existing ministries.** (69 for observers; 72 for clergy)
- **Forms new groups for study, prayer, and spiritual growth.** (71 for clergy; 64 for observers)
- **Recruits and develops new leaders.** (71 for observers; 66 for clergy)
- **Builds teams to accomplish the congregation’s vision.** (69 for clergy; 70 for observers)

There is remarkable consensus among clergy and laity on both strengths and areas for growth. It is clear that there are many faithful pastors who need help in becoming more fruitful. Most of the areas near the bottom relate to the outcomes or fruit of ministry. Clergy are saying they are not doing these things as well as they do other things, and laity are agreeing with them. This is an opportunity to affirm the wonderful ratings of clergy in so many areas and to begin discussions about why certain things are lower than others and what pastors most need to improve. Attention also needs to be given to the subjects of healthy lifestyle and balancing competing demands, both of which can hamper ministry.

Differences Found Among Highly Effective, Effective, and Less than Effective

Prior to the beginning of the LPLI process in California-Nevada, each district superintendent was asked to provide to the Lewis Center an individual and confidential list of clergy they considered to be highly effective, effective, and less than effective based on these definitions. Highly Effective – Clergy who consistently exceed expectations in terms of character, competence, and fruitfulness of ministry. Effective – Clergy who consistently meet expectations in terms of character, competence, and fruitfulness of ministry. Less Than Effective - Clergy who consistently fail to meet expectations in terms of character, competence, and fruitfulness of ministry.

The Lewis Center identified those in each of the three categories where there was consensus among the superintendents. No name was ever discussed or made public. The purpose was not to identify these people but to be able to review the LPLI results of each group to look for differences and to ensure the validity of the instrument. Once the data were sorted, the lists were destroyed.

Self and Observer Rankings

There is no significant difference in how the three groups rate themselves. Those who were deemed less than effective rate themselves just as highly as those deemed highly effective. However, there are major differences in how observers rate the groups. Observers rate the highly effective and effective higher than those groups rate themselves. Observers rate the less than effective lower than that group rates themselves. Observer ratings for less-than-effective clergy are significantly lower than their ratings for the highly effective and effective. Those deemed less than effective were also considerably less likely to complete the LPLI process than those deemed highly effective or effective.

Overall Ratings

	Self	Observer
Highly Effective	6.03	6.28
Effective	5.84	6.34
Less Than Effective	6.02	5.74

Completion Rates by Groups

Highly Effective	84%
Effective	83%
Less than Effective	60%

Some Observations

There is little differentiation between those seen as highly effective and effective. There are major differences between the highly effective/effective and the less than effective.

Consistently across all participating conferences clergy tend to rate themselves lower than do their observers. But there are differences. Highly effective and effective clergy consistently rate themselves lower than do their observers. However, less-than-effective clergy consistently rate themselves higher than do their observers. There may be individual exceptions but the pattern for these groups is clear.

This may mean that while some attention always has to be given to the less than effective clergy, including exiting if necessary, the chances of helping them improve may be limited. The less than effective do not seem to have a realistic reading on their own performance and, as the participation percentages show, they are less likely to engage processes for improvement. On the other hand, surely there are among the effective and highly effective clergy those who are open to growth and have the potential to become exemplary clergy.

Lewis Pastoral Leadership Inventory (LPLI)

California-Nevada Conference Report on Top Ten Ratings (out of 75)

Pastor Self Ratings

Observer Ratings

Top Ratings Shared in Common with All or Most Conferences

- Maintains appropriate boundaries so sexual misconduct or harassment are never issues
 - Genuinely cares about me
 - Plans and prepares for worship
 - Is honest
 - Treats others with dignity and respect
 - Demonstrates personal faith in Jesus Christ
 - Shows evidence of ongoing study, reading, and curiosity
- Maintains appropriate boundaries so sexual misconduct or harassment are never issues
 - Is honest
 - Demonstrates personal faith in Jesus Christ
 - Demonstrates solid biblical and theological knowledge
 - Genuinely cares about me
 - Plans and prepares for worship
 - Maintains appropriate personal appearance and presence
 - Has the intellectual grounding needed for ministry
 - Shows evidence of ongoing study, reading, and curiosity
 - Treats others with dignity and respect

Top Ratings Shared in Common with Some Conferences

- Ensures that congregational members receive sensitive pastoral care in times of illness, crisis, or death
- Maintains appropriate personal appearance and presence
- Has the intellectual grounding needed for ministry

Top Ratings Distinctive to Your Conference

- Encourages diversity and inclusiveness

Lewis Pastoral Leadership Inventory (LPLI)

California-Nevada Conference

Report on Bottom Ten Ratings (out of 75)

Pastor Self Ratings

Observer Ratings

Low Ratings Shared in Common with All or Most Conferences

- | | |
|---|---|
| <ul style="list-style-type: none">• Increases worship attendance• Develops plans to reach new disciples• Ensures that members know what is expected of them and holds them accountable around the congregation's mission, values, and goals• Forms new groups for study, prayer, and spiritual growth• Leads a physically healthy lifestyle• Experiments and takes strategic risks• Increases giving by emphasizing stewardship | <ul style="list-style-type: none">• Increases worship attendance• Develops plans to reach new disciples• Experiments and takes strategic risks• Increases members' participation in new and existing ministries• Recruits and develops new leaders• Increases giving by emphasizing stewardship• Ensures that members know what is expected of them and holds them accountable around the congregation's mission, values, and goals |
|---|---|

Low Ratings Shared in Common with Some Conferences

- | | |
|--|--|
| <ul style="list-style-type: none">• Recruits and develops new leaders• Helps people begin their discipleship journey• Builds teams to accomplish the congregation's vision | <ul style="list-style-type: none">• Is effective in supervising others• Develops specific goals and plans to implement the congregation's vision• Builds teams to accomplish the congregation's vision |
|--|--|

Low Ratings Distinctive to Your Conference

None

			No.	Self Avg	Observer Avg		Character Self	Character Observer	Competence Self	Competence Observer	Contribution Self	Contribution Observer
	Total	Pilot 2 All	621	5.80	6.16		5.93	6.28	5.94	6.25	5.53	5.97
		California-Nevada	202	5.90	6.13		6.03	6.28	6.04	6.26	5.61	5.95
		Other Conferences Only	421	5.76	6.18		5.83	6.22	5.89	6.04	5.50	5.98
California-Nevada Only	Gender	Female	94	5.86	6.22		6.02	6.33	6.00	6.31	5.56	6.02
		Male	101	5.92	6.11		6.05	6.25	6.06	6.22	5.98	5.87
	Age	Age 25-34	10	5.87	6.17		6.10	6.29	6.00	6.23	5.54	6.00
		Age 35-54	177	5.87	6.14		6.00	6.26	6.02	6.24	5.57	5.93
		Age 55+	100	5.92	6.18		6.06	6.32	6.05	6.28	5.66	5.96
		Age 25-34	10	5.87	6.17		6.10	6.29	6.00	6.23	5.54	6.00
		Age 35-44	18	5.93	6.08		6.12	6.20	6.10	6.18	5.58	5.88
		Age 45-54	69	5.85	6.16		5.97	6.28	6.00	6.26	5.56	5.94
		Age 55-64	90	5.88	6.16		6.03	6.29	6.02	6.26	5.61	5.95
		Age 65+	10	6.27	6.34		6.38	6.48	6.36	6.43	6.10	6.01
	Status	Elder	151	5.88	6.14		6.00	6.28	6.04	6.25	5.58	5.91
		Provisional	15	5.88	6.21		6.13	6.39	5.94	6.26	5.62	5.99
		Local Pastor	20	6.08	6.31		6.20	6.46	6.15	6.37	5.87	6.13
		Other	11	5.80	6.14		6.00	6.27	5.88	6.23	5.56	5.94
	Yrs of Service	Less than 5 yrs	28	5.88	6.29		6.13	6.44	5.95	6.35	5.61	6.11
		6 to 10 yrs	40	5.85	6.05		6.01	6.20	6.01	6.15	5.52	5.82
		11 to 20 yrs	46	5.85	6.11		5.94	6.23	6.02	6.22	5.57	5.88
		More than 20 yrs	79	5.95	6.20		6.08	6.32	6.08	6.31	5.69	5.99
	Race/ Ethnicity	Native American	1	*	*		*	*	*	*	*	*
Asian/Pacific Isl.		33	6.06	6.05		6.16	6.25	6.16	6.13	5.84	5.80	
African American/Black		10	6.00	6.08		6.68	6.17	6.13	6.12	5.59	5.73	
Caucasian/White		143	5.84	6.19		5.98	6.30	5.99	6.30	5.54	5.98	
Hispanic/Latino/Latina		4	6.27	6.36		6.31	6.45	6.33	6.42	6.20	6.25	
Multi-Racial/Other		6	5.90	6.22		6.11	6.31	5.97	6.31	5.67	6.04	
		* - No scores are given if there is only one person in the group.										

California-Nevada Conference		Clergy			Observer
202 Clergy Completed		Average			Average
Maintains appropriate boundaries so sexual misconduct or harassment are never issues	sq47	6.84		Maintains appropriate boundaries so sexual misconduct or harassment are never issues	oq47 6.84
Genuinely cares about me	sq67	6.76		Is honest	oq17 6.74
Plans and prepares for worship	sq66	6.63		Demonstrates personal faith in Jesus Christ	oq16 6.62
Is honest	sq17	6.59		Demonstrates solid biblical and theological knowledge	oq20 6.60
Treats others with dignity and respect	sq22	6.51		Genuinely cares about me	oq67 6.60
Encourages diversity and inclusiveness	sq52	6.44		Plans and prepares for worship	oq66 6.59
Demonstrates personal faith in Jesus Christ	sq16	6.40		Maintains appropriate personal appearance and presence	oq69 6.58
Ensures that congregational members receive sensitive pastoral care in times of illness, crisis, or death	sq7	6.29		Has the intellectual grounding needed for ministry	oq5 6.55
Maintains appropriate personal appearance and presence	sq69	6.28		Shows evidence of ongoing study, reading, and curiosity	oq50 6.54
Has the intellectual grounding needed for ministry	sq5	6.27		Treats others with dignity and respect	oq22 6.51
Shows evidence of ongoing study, reading, and curiosity	sq50	6.26		Encourages diversity and inclusiveness	oq52 6.50
Continues to grow in spiritual maturity	sq61	6.24		Maintains the highest ethical ideals of Christian life in professional and personal behavior	oq2 6.49
Demonstrates solid biblical and theological knowledge	sq20	6.23		Demonstrates courage	oq70 6.48
Leads worship and administers the sacraments in ways that feed the congregation spiritually	sq36	6.22		Faithfully practices spiritual disciplines	oq63 6.47
Preaches the Word accurately and passionately	sq6	6.22		Leads worship and administers the sacraments in ways that feed the congregation spiritually	oq36 6.45
Follows through on promises and commitments	sq62	6.21		Continues to grow in spiritual maturity	oq61 6.44
Maintains the highest ethical ideals of Christian life in professional and personal behavior	sq2	6.20		Teaches the Word and faith with skill and conviction	oq21 6.42
Is sustained by a support system of colleagues, friends, and family	sq48	6.18		Encourages acts of love, service, and justice in the community	oq60 6.41
Understands the context in which they serve	sq10	6.16		Lives in such a manner that the love of God is incarnate in their daily activities	oq31 6.40
Models what is asked of the congregation's members	sq32	6.15		Understands the context in which they serve	oq10 6.39
Teaches the Word and faith with skill and conviction	sq21	6.14		Conveys a concern for social justice	oq30 6.39
Is self-motivated and driven by a clear sense of purpose	sq3	6.14		Preaches the Word accurately and passionately	oq6 6.39
Encourages acts of love, service, and justice in the community	sq60	6.14		Shows appreciation and celebrates the accomplishments of the congregation	oq42 6.38
Calls the congregation to a mission beyond its walls	sq15	6.12		Is sustained by a support system of colleagues, friends, and family	oq48 6.38
Speaks positively about the denomination and encourages support	sq24	6.11		Follows through on promises and commitments	oq62 6.35
Shows appreciation and celebrates the accomplishments of the congregation	sq42	6.09		Speaks positively about the denomination and encourages support	oq24 6.35
Is flexible	sq55	6.09		Is self-motivated and driven by a clear sense of purpose	oq3 6.34

Communicates effectively when speaking and writing	sq51	6.09		Ensures that congregational members receive sensitive pastoral care in times of illness, crisis, or death	oq7	6.33
Demonstrates a personal experience of God	sq1	6.05		Communicates effectively when speaking and writing	oq51	6.32
Exercises leadership appropriate to the situation	sq25	6.05		Uses humor appropriately	oq54	6.31
Shares the Gospel witness passionately	sq13	6.05		Shares the Gospel witness passionately	oq13	6.30
Judgment is sound and mature	sq9	6.03		Models what is asked of the congregation's members	oq32	6.29
Learns from mistakes and failures	sq4	6.03		Conveys passion for their ministry as a divine opportunity and responsibility	oq46	6.28
Conveys passion for their ministry as a divine opportunity and responsibility	sq46	5.99		Demonstrates a personal experience of God	oq1	6.28
Helps others to see God's presence in their lives in new ways	sq28	5.97		Judgment is sound and mature	oq9	6.20
Understands and shares the denominational heritage with the congregation	sq35	5.97		Relates knowledge to the congregation in effective ways	oq65	6.19
Listens carefully to others in all situations	sq64	5.96		Inspires confidence and passion about the divine meaning of the church's mission	oq56	6.15
Uses humor appropriately	sq54	5.95		Listens carefully to others in all situations	oq64	6.15
Lives in such a manner that the love of God is incarnate in their daily activities	sq31	5.94		Understands and shares the denominational heritage with the congregation	oq35	6.14
Relates knowledge to the congregation in effective ways	sq65	5.91		Calls the congregation to a mission beyond its walls	oq15	6.11
Describes a compelling image of what the congregation can accomplish	sq26	5.90		Is prudent in attending to financial matters	oq38	6.10
Helps the congregation discern God's vision	sq11	5.89		Helps the congregation discern God's vision	oq11	6.08
Is prudent in attending to financial matters	sq38	5.88		Increases awareness about world and community concerns	oq45	6.07
Inspires confidence and passion about the divine meaning of the church's mission	sq56	5.84		Exercises leadership appropriate to the situation	oq25	6.07
Demonstrates courage	sq70	5.81		Helps others to see God's presence in their lives in new ways	oq28	6.07
Conveys a concern for social justice	sq30	5.81		Is flexible	oq55	6.03
Seeks and receives feedback to improve	sq19	5.79		Encourages dialogue about changes that could improve the denomination	oq39	5.99
Presents new and creative possibilities	sq41	5.79		Leads a physically healthy lifestyle	oq18	5.96
Faithfully practices spiritual disciplines	sq63	5.77		Responds appropriately to criticism	oq34	5.95
Handles administrative matters competently	sq8	5.73		Manages time wisely	oq68	5.95
Seeks opinions that represent differing points of view	sq49	5.71		Seeks and receives feedback to improve	oq19	5.95
Deals constructively with conflict	sq37	5.67		Helps people begin their discipleship journey	oq58	5.94
Makes inviting newcomers a priority	sq73	5.67		Presents new and creative possibilities	oq41	5.93
Cultivates a shared vision of what God's next step is for the congregation	sq71	5.65		Increases members' service to others beyond the congregation	oq75	5.92
Responds appropriately to criticism	sq34	5.65		Makes inviting newcomers a priority	oq73	5.91
Increases awareness about world and community concerns	sq45	5.64		Seeks opinions that represent differing points of view	oq49	5.91

Develops specific goals and plans to implement the congregation's vision	sq23	5.62		Learns from mistakes and failures	oq4	5.91
Is effective supervising others	sq53	5.57		Cultivates a shared vision of what God's next step is for the congregation	oq71	5.91
Helps members discover and develop their gifts for ministry	sq29	5.54		Handles administrative matters competently	oq8	5.91
Increases members' service to others beyond the congregation	sq75	5.53		Balances the demands of self, ministry, and family	oq33	5.89
Encourages dialogue about changes that could improve the denomination	sq39	5.52		Describes a compelling image of what the congregation can accomplish	oq26	5.88
Leads a physically healthy lifestyle	sq18	5.51		Deals constructively with conflict	oq37	5.88
Experiments and takes strategic risks	sq40	5.49		Helps members discover and develop their gifts for ministry	oq29	5.86
Manages time wisely	sq68	5.48		Forms new groups for study, prayer, and spiritual growth	oq14	5.84
Equips others to accomplish ministry goals	sq72	5.43		Equips others to accomplish ministry goals	oq72	5.84
Recruits and develops new leaders	sq27	5.43		Is effective supervising others	oq53	5.82
Increases giving by emphasizing stewardship	sq74	5.40		Develops specific goals and plans to implement the congregation's vision	oq23	5.82
Helps people begin their discipleship journey	sq58	5.38		Experiments and takes strategic risks	oq40	5.79
Builds teams to accomplish the congregation's vision	sq12	5.35		Increases members' participation in new and existing ministries	oq44	5.74
Balances the demands of self, ministry, and family	sq33	5.34		Builds teams to accomplish the congregation's vision	oq12	5.74
Forms new groups for study, prayer, and spiritual growth	sq14	5.32		Recruits and develops new leaders	oq27	5.72
Increases members' participation in new and existing ministries	sq44	5.32		Ensures that members know what is expected of them and holds them accountable around the congregation's mission, values, and goals	oq57	5.70
Ensures that members know what is expected of them and holds them accountable around the congregation's mission, values, and goals	sq57	5.11		Increases giving by emphasizing stewardship	oq74	5.69
Develops plans to reach new disciples	sq43	5.06		Develops plans to reach new disciples	oq43	5.60
Increases worship attendance	sq59	4.94		Increases worship attendance	oq59	5.42

Summary

The Lewis Center for Church Leadership found our work with the California-Nevada Conference exceedingly productive. The conference liaison was superb, ensuring the support of conference leaders essential for a good return. Pastors were overwhelmingly cooperative and expressed much appreciation for the opportunity to receive the LPLI feedback. Many have already reported ways in which they are using the results.

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About the Lewis Center for Church Leadership

Established by Wesley Theological Seminary in 2003, the Lewis Center for Church Leadership has developed a solid track record in helping the United Methodist Church address its current challenges. The Center is building a vision for church leadership grounded in faith, informed by knowledge, and exercised in effective action. It seeks a holistic understanding of Christian leadership that brings together theology and management, scholarship and practice, research and application.

Committed to the broad goal of helping the church reach more people, younger people, and more diverse people, the Center focuses on improving leadership effectiveness and providing actionable insights and best practices to promote effective ministry. The Center seeks to be a trusted resource for church leadership helping congregations and denominations serve, thrive, and grow. The Center staff of six, along with other researchers and consultants who assist with special projects, also draws on the expertise of the entire Wesley faculty and a wide array of gifted practitioners.

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