

# LEADERSHIP ASSESSMENT

*A Development Tool for Providence Church*

I wouldn't use the term "leader" or "leadership" to describe a position, but rather to capture the reality of someone's influence on people, culture, or an organization. So, our desire is to develop a culture in which every person takes appropriate levels of responsibility for others and faithfully exercises their gifts for the cause of the gospel. This is basic to God's calling for every person. Beyond that, however, our vision for church will require people to lead in specific roles of kingdom work, church office, and church planting. God has called us to a mission, and a primary means that He has ordained for the task is men and women who lead.

Our grid for assessing and training leaders consists of three parts: character, competency, and compatibility. The following assessments are designed to give you a starting point for thinking about your strengths and weaknesses in these areas.

The **Character Assessment** contains two lists of questions. The first one (Personal Reflection) presents a broad range of issues that will help you reflect on your life. Spend some quality time with these questions, praying through them, taking notes, etc. The second list of questions (Self-Assessment) is a more concise examination. You will actually rate yourself in various areas and give yourself a "character score." So the first list of questions is reflective research. The second list is the summary of your reflection in the form of a test. If rating makes you uncomfortable, relax. It's not a science. It's just a way to clarify the conversation about character. If you have a hard time putting a number on it, ask your spouse or good friends. They will be happy to put a number on it.

The **Competency Assessment** asks you to rate yourself in various categories of knowledge and skill. You will end up with a "competence score". The goal is to raise your awareness about these issues, not to put you under the pile. We all have strengths and weaknesses, and we want to create a culture in which we can be honest about that and pursue growth together. Once you have gone through the assessment, summarize your strengths and weaknesses related to spiritual leadership. In addition, identify 1-2 priority areas of growth for you. How will you develop your skills in this area? What help do you need?

The **Compatibility Assessment** consists of two parts as well. Part One will result in a "competency score," and Part Two leads you through some reflection questions. These are important, as they will help you identify the main points of agreement and tension related to your compatibility with Providence Church.

# CHARACTER: PERSONAL REFLECTION

*\*This material is taken from a questionnaire written by Tim Keller and David Powlison.*

“Pay close attention both to yourself and to your teaching; persevere in these things; for as you do this you will save both yourself and those who hear you.” I Timothy 4:16

The questions that follow help you to pay close attention to yourself and to your teaching. The purpose is to bless you and those you seek to love and serve. For the vast majority of readers, it will help you set a positive, personal agenda for growth as God’s instrument. The Great Shepherd of the sheep will by His grace continue to develop you in His image. Conduct your self-evaluation in the light of His love. The Lord has a way of repentance and renewal for sins that sabotage personal integrity and effectiveness. Remember the grace of the gospel. So set your heart on Christ, on His gospel of mercy, on His high call, on His abounding riches of grace, on His honor in your life and His church. Here are some suggestions on how to profit from this study.

- » **Think** hard about each question and answer honestly after taking time to ponder. Wherever possible give concrete examples of fruitfulness or failure, of growth or struggle. There are the main questions and also subset questions underneath, which provide added clarity. Make sure to read and think through each subset question as they will help to further flesh-out your responses.
- » **Pray** for wisdom to know God and yourself better. Pray for wisdom to serve God more effectively. Pray to know yourself before the eyes of the God who is both light and love.
- » **Seek** counsel from others. Many of the questions are difficult to answer about yourself. This self-evaluation questionnaire will be most useful when you combine it with feedback from others. Ask other leaders, friends, spouse, coworkers, and so forth.

## HUMILITY

**1. Are you honest enough?** Do you demonstrate a willingness to admit your limits, mistakes, sins and weaknesses? Are you defensive, guarded, hypersensitive? Do you deal forthrightly with the common temptations you face: anger, anxiety, escapism, love of pleasure, self-love, materialism, perfectionism, and the like?

**2. Are you too open?** Do you wear your heart on your sleeve, indulging and wallowing in your limits, mistakes, sins and weaknesses?

**3. Are you flexible enough?** Do you insist on your own way, whether forcefully or through subtle manipulation?

**4. Are you too flexible?** Do you blow in the wind of others’ opinions and get overwhelmed by people’s demands and agendas? Do you compromise, under assert, seek to please, fail to push things that need to be pushed?

## LOVE

**1. Do you give grace to others?** Are you able to confront the failings of others in a way that is not punitive, irritable or censorious but breathes the invitations of God's grace? Do you create problems by making mountains out of molehills?

**2. Are you too tolerant?** Are you naively optimistic about people? Because of biblical love are you willing to enter into constructive conflict?

**3. Do you serve willingly?** Do you strive for personal glory either aggressively (compulsively driven "on an ego trip") or passively (preoccupied with your "low self-esteem")? Do you resist or avoid serving and loving others?

**4. Do you serve compulsively?** Do you know how to say "No" realistically, firmly and graciously? Do you regularly rest and lay aside your work?

## INTEGRITY

**1. Are you responsible?** Do you follow through on convictions and commitments? Do you fail to demand of yourself and others things that God demands? Do you follow your impulses, moods and feelings? Are you walking in the grip of a sin: e.g., greed, lust, outbursts of anger, fear of man, drunkenness, pride?

**2. Are you overly demanding?** Do you behave in a rigid manner? Do you major in minors? Do you make demands of yourself and others that God does not make?

**3. Are you disciplined?** Is your visible life and behavior disciplined, consistent and attractive? Do you work diligently or are you lazy?

**4. Are you too rigid?** Are you humbled by conscious awareness that you fight the common besetting temptations of every human heart? Do you have an active sense of humor? Do you take time to rest or are you consumed with anxious toil?

**5. Do you give yourself to your family?** Are you overcommitted to ministry or work and under committed to your family? Do you love your family in such a way that they willingly become committed to your ministry or work and really stand with and behind you?

**6. Are you over-involved in your family?** Are you over-committed to your family so that they provide an improper refuge, distraction and excuse to avoid ministry/work? Is family life an excuse for selfishness?

## SPIRITUALITY

**1. Is your piety genuine?** Is your communion with God rich and growing? Do you apply the Bible searchingly and encouragingly to yourself or only to others?

**2. Are you 'pietistic'?** Do you use "I'll pray about it" or "I need to study the Bible" in order to avoid problems for which you feel inadequate? Do you pray too much (Matthew 6:7) or self-centeredly (James 4:3) because you do not know God very well?

**3. Do you demonstrate faithfulness to the Bible and sound doctrine?** Do you have theological quirks or hobbyhorses that upset the balance of truth? Are you ignorant? Fuzzy? In error? Unbalanced?

**4. Are you a theological nit-picker?** Are your theological convictions abstract, theoretical and scholastic? Are you narrowly dogmatic, combative, critical, reductionistic, or overly precise in your interpretations and applications of Scripture?

# CHARACTER: SELF-ASSESSMENT

Rate yourself on a scale of 0-5 for each statement or question below. A rating of 0 means “this doesn’t describe me at all;” a rating of 5 means “this describes me well.” As you do this, remember: reality is your friend. You can’t grow as a leader if you’re not honest about where you are. So assess yourself honestly and humbly. Your righteousness is in Jesus, not in your assessment score.

- \_\_\_ *I practice consistent repentance and faith*
- \_\_\_ *I am aware of my own sins and heart idols, and I am seeking gospel transformation in these areas*
- \_\_\_ *I am aware of my “blind spots” – places of weakness in my character that I can only see with the help of others*
- \_\_\_ *There are Christians in my life who know the real truth about me and are helping me grow in Christ-likeness*
- \_\_\_ *I have a genuine and growing love for Jesus and for others*
- \_\_\_ *People who know me well would describe me as patient, gracious, and self-controlled in conflict – not quarrelsome or short-tempered*
- \_\_\_ *My spouse and/or close friends respect and respond to my spiritual leadership*
- \_\_\_ *I would feel comfortable telling a younger Christian to “follow me as I follow Christ”*
- \_\_\_ *If someone spent a day alone with me, they wouldn’t find anything surprising*
- \_\_\_ *If someone talked to my non-Christian friends or work associates, they would discover nothing that brings shame or dishonor on Christ or his church*
- \_\_\_ *If someone observed my marriage, they would see healthy patterns of communication, sexual intimacy, parenting, and headship/submission*
- \_\_\_ *I am above reproach in my sexual life, including freedom from pornography and/or fantasy*
- \_\_\_ *I consistently practice the spiritual disciplines (Bible reading, prayer, Sabbath, solitude, etc.)*
- \_\_\_ **Total Score** (65 possible)

# COMPETENCE: SELF-ASSESSMENT

Rate yourself on a scale of 0-5 for each statement or question below. A rating of 0 means “this doesn’t describe me at all;” a rating of 5 means “this describes me well.” As you do this, remember: reality is your friend. You can’t grow as a leader if you’re not honest about where you are. So assess yourself honestly and humbly. Your righteousness is in Jesus, not in your assessment score.

## BIBLE

- \_\_\_ *I feel “at home” in the Bible – I can find passages quickly, I know major themes, I feel a general sense of familiarity with my Bible*
- \_\_\_ *I have read through the entire Bible*
- \_\_\_ *I can conversationally talk through the storyline of biblical history without resorting to notes or study materials*
- \_\_\_ *I can place books of the Bible in their appropriate categories (prophets, history, wisdom literature, epistles, etc.)*
- \_\_\_ *I can competently study a passage inductively – observing it, interpreting it, and applying it to my life*
- \_\_\_ *I know (off the top of my head) where to take someone in the Bible to establish the major doctrines of the Christian faith (sinfulness of humanity, deity of Christ, salvation by grace, the Trinity, etc.)*

## THEOLOGY

- \_\_\_ *I have read a systematic theology book and/or taken a systematic theology class*
- \_\_\_ *I understand basic theological vocabulary. Words like soteriology, Christology, and eschatology are not strange to me*
- \_\_\_ *I understand the basic tenets of Reformed theology (TULIP) and could explain them to someone else*
- \_\_\_ *I can articulate the major points of difference in important theological debates (Catholic vs. Protestant views of salvation, complementarianism vs. egalitarianism, Calvinism vs. Arminianism, etc.)*

## PRACTICAL LEADERSHIP

- \_\_\_ *I am aware of my spiritual gifting and how I function best in God’s mission*
- \_\_\_ *I am able to confront sin lovingly and directly*
- \_\_\_ *People comment on how much they appreciate my leadership in small-group discussions or group tasks*
- \_\_\_ *People often come to me for help in understanding and applying the Bible*
- \_\_\_ *I stand courageously against errors and falsehoods that encroach into the body of Christ*
- \_\_\_ *I am eager to lead others (I don’t avoid leadership responsibilities out of diffidence or laziness)*

## DISCIPLESHIP

- \_\_\_ *I feel confident in my ability to teach someone how to follow Jesus*
- \_\_\_ *I feel confident in helping others apply the gospel to their specific struggles (getting to the root of the sin, identify heart idols, explaining true repentance)*
- \_\_\_ *People comment on how much they are helped by my counseling and encouragement*
- \_\_\_ *I help others serve the Lord productively*

## RELATIONSHIPS

- \_\_\_ *I develop relationships of honesty and trust through which I can comfort and challenge people*
- \_\_\_ *I resolve conflict biblically and consistently*
- \_\_\_ *I am good at bringing people together (mediating fellowship)*
- \_\_\_ *I enhance a family atmosphere in the church (initiating, setting people at ease, helping others, etc.)*

## COMMUNICATION

- \_\_\_ *I can explain the gospel to someone, winsomely and compellingly*
- \_\_\_ *I can teach the Word of God to a group of people, so that they are convicted, encouraged and edified*

## MISSION

- \_\_\_ *I have spiritual conversations with some kind of regularity*
- \_\_\_ *I feel compassion for the lost (for actual people in real life situations)*
- \_\_\_ *I believe the gospel addresses the whole person, not just his eternal destiny*
- \_\_\_ *I am involved in caring for the marginalized and oppressed.*
  
- \_\_\_ **Total Score** (150 possible)

**Summary of my strengths and weaknesses:**

**1-2 priority areas of development (things you want to grow in now):**

## COMPATIBILITY: SELF-ASSESSMENT

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- \_\_\_ *I am familiar with the mission, vision, and values of Providence Church.*
- \_\_\_ *I am familiar with the mission, vision, and values of Acts 29.*
- \_\_\_ *I interact with a spirit of charity and partnership toward other biblical churches in Austin, but I also feel a healthy sense of excitement about what God is doing through my church.*
- \_\_\_ *I could winsomely explain what our church is about to someone who asked.*
- \_\_\_ *I feel “at home” in my church; I have a sense of ownership and personal concern for its mission, its leaders, and its overall health.*
- \_\_\_ *I resonate with the theology of our church (as I read it in our doctrinal statement and hear it preached).*
- \_\_\_ *I have arrived at settled biblical convictions on some of the major theological issues of our time (male eldership, divorce, homosexuality, authority of Scripture, etc).*
- \_\_\_ *I feel a sense of stewardship toward my city – I feel personally responsible before God for its welfare.*
- \_\_\_ *I feel a sense of stewardship toward my church – I feel personally responsible before God to use my gifts to strengthen this local church and move its mission forward.*
- \_\_\_ *I feel comfortable working for change in our church (making suggestions, proposing change, identifying needs, etc.).*
- \_\_\_ *I am excited to see Providence grow in number and influence, and I am committed to doing whatever I can to be a part of that growth.*
- \_\_\_ *I have reasonable expectations (and patience) concerning the stages of growth for a new church (there are a lot of resources and ministries that will simply take more time and resources to develop).*
- \_\_\_ *I am faithfully involved in the life and ministry of my church – if I dropped off the grid, people and ministries would feel my absence.*
- \_\_\_ *I am disciplined in giving at least 10% of my income, and making Providence a priority in that giving.*
- \_\_\_ *I respect and submit to the elders/pastors of my church, while also realizing that they are imperfect human leaders who need to grow in the gospel just like I do.*
- \_\_\_ **Total Score** (75 possible)

# COMPATIBILITY: PERSONAL REFLECTION

The questions that follow help you to pay close attention to yourself and how you are engaging with others in our church. The purpose is to bless you and those you seek to love and serve. Think hard about each question and answer honestly after taking time to ponder. Wherever possible give concrete examples of fruitfulness or failure, of growth or struggle.

**1. Regarding Providence, what are the main things that I connect with?** What helps me grow, how do I see God using me, what aspects of the vision motivate me, who do I feel connected to, why do I feel called here, etc.

**2. Regarding my involvement in Providence, what are the main tensions I feel?** Relationally, logistically, theologically, philosophically, etc.

**3. What issues of taking ownership do I need to address or grow in?** My attitudes toward something or someone, concerns I have, understanding more about how or why we do – or don't do – something, being more committed or taking action in some area, etc.