



# Effective Pastoral Evaluations

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**HRMatters**



Laura Miraz, Ph.D., SPHR

[Lmiraz@abhms.org](mailto:Lmiraz@abhms.org)

610.768.2051



# Polls

- Length of Service
- Last Appraisal
- Value of Appraisal

# 'Elephant in the Room'

- Lay people 'appraising' the 'work' of a God-gifted & called ordained person, really?
- Are lay people fit to judge the work?
- Do they have the knowledge and skills to evaluate a highly-trained pastor?
- Can you even appraise a 'call'?

# In a word, Yes!

- With some caveats
- Done properly
- Time & Effort



It's about  
MISSION

Plan

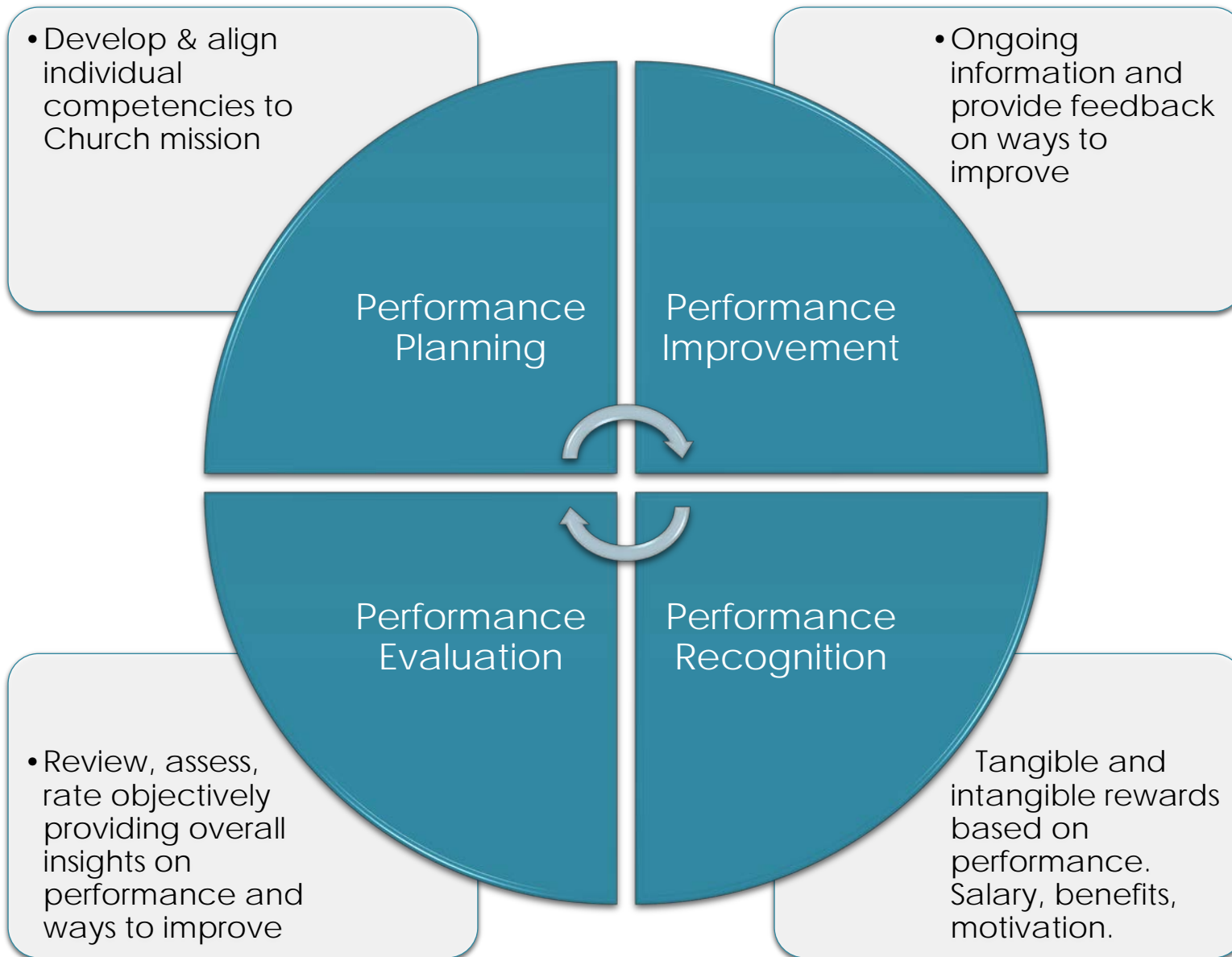
Act

Monitor

Evaluate

Recognize

Repeat



Coaching  
Motivation  
Leadership  
Development  
Communication



# Mission Outcomes

- It is critical to identify the **outcomes** that matter most for your Church to achieve its mission
- Be specific on Actions/Behaviors lead to the outcomes
- Determine specific Responsibility of Pastor
- Review periodically to discover
  - What needs to Grow
  - Be Discontinued
  - Adapt and Change

# Perspectives

- Keep the main thing the main thing: the purpose of the pastoral appraisal is to enable the mission; to advance the reign of God
- Relationship between Pastor and Congregation should be healthy and cooperative
- It's a "WE" not an 'us vs 1'
- Collaboration toward shared mission & vision
- Recognize Pastor as gifted, called and able to do what is required
- Clarity of role and responsibilities
- Clear direction and goals

# What To Appraise

- Proclamation/Preaching
- Pastoral Care giving
- Discipleship & Teaching
- Mission/Outreach
- Stewardship
  - Staff
  - Volunteers
  - Property
  - Assets
- Self-care
- Continuing Education & Training
- Community Relations
- Partner Relations

Paired comparisons

Graphic rating scale

Checklists

Free essay

Critical incidents

Group appraisal

Confidential report

Ranking

Field review

Assessment center

Appraisal of results

Behaviorally anchored rating scales

Surveys

Let it ride!

# Myriad of Performance Review Methods

# Feedforward

- Marshall Goldsmith
- Purpose is to provide an individual with suggestions for the future & help them achieve a positive change in the behaviors they select
- We can't change the past, but we can influence the future!
- Feedforward is about achieving the next goal with success, not merely analyzing and scrutinizing past efforts.
- Feedforward is an exercise involving a group of people

# Feedback

vs

# Feedforward

- Affirms what the person already knows
  - You are really good at \_\_\_\_”
- Points out problems.
  - That won't work because...
- Is an 'information dump'
  - Think about reviews with 10+ different measures.
- Tries not to be mean.
  - 'Sandwich' of critique between lofty praise.
- Doesn't always offer a clear plan of action.
  - Focus on 'measurement' not plan for action or change.
- Typically 'top down'
  - Hierarchy – leader, supervisor

- **Regenerates talent**
  - Would you lead a training on \_\_\_\_?
- **Expands possibilities**
  - What if we added \_\_\_\_?
- **Is Particular**
  - Ongoing, embedded into collaborative environment, focused
- **Has impact**
  - Person creates specific plan for improvement
- **Refines group dynamics**
  - Varied input from people with different perspectives, competencies and skill sets
- **Is authentic**
  - Describes problem and impact and prompts person for solution

Can impact the future, but can't change the past

More productive to help people learn to be 'right'

Suitable for goal-oriented and mission-focused people

Anyone can offer it

Welcomed more than 'feedback'

Presumes listener is willing to make changes

People tend not to be good at giving or receiving 'feedback'

Feedforward can be timely and even faster

Suitable for all, regardless of authority or power base

Conducive to active listening

## Top 10 Reasons for Feedforward?

# Feedforward in Action

- Typically takes about 10-15 minutes
- Individual should conduct 5-7 dialogue sessions with different participants.
- Exercise requires individual to identify a behavior they would like to change. Change in this behavior should make a significant, positive difference in their professional (or personal) lives.
- Describe this behavior to selected participants. This is done in **one-on-one dialogues**. It could be as simple as saying “I want to be better at \_\_\_\_\_.”
- Individual asks for **feedforward**— 2 specific suggestions for the **future** that might help them achieve a positive change in their selected behavior.



# Feedforward in Action

- Discipline
  - Participants are not allowed to give ANY feedback about the past. They are only allowed to give **ideas for the future**.
  - Individual must listen attentively to the suggestions and take notes.
  - Individual **not allowed to comment** on the suggestions in any way.
  - Individual **not allowed to critique** the suggestions or even to make positive judgmental statements, such as, "That's a good idea."
- Individual **thanks** participants for suggestions.
- When thanked, participants should simply say, "You are welcome."
- Individual finds another participant...and repeats the exercise.

# Feedforward

- Focus on development
- Be collaborative
- Keep it specific
- Do it in real time
- Practice, practice, practice
- Understand limitations

# Thank you!

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