

Pulse[®]
Anywhere Church

generated from

The Staff Assessment Tool[®]



Holy Cow! Consulting
PO Box 304
Westerville, Ohio 43086
888.546.4132

office@holycowconsulting.com

Key Indicators

Overall Satisfaction

On the whole, I am satisfied with how things are with our staff.

| | |
|------------------------------------|----------------|
| Clearly agree | 41% |
| On the fence | 44% |
| Clearly disagree | 15% |
| Rating of staff satisfaction level | Average |

Overall Energy

As a staff, it seems we are just going through the motions of church activity. There isn't much excitement about it.

| | |
|------------------------------|----------------|
| Clearly agree | 11% |
| On the fence | 63% |
| Clearly disagree | 26% |
| Rating of staff energy level | Average |

Satisfaction Trends

Compared with how I felt about my work in the church 3 years ago, today I feel

| | |
|------------------------------------|----------------|
| Less satisfied | 29% |
| Same | 24% |
| More satisfied | 47% |
| Rating of staff satisfaction trend | Average |

| | |
|---|------------|
| Percent of persons who said with the right changes it is very likely they would be more satisfied | 56% |
|---|------------|

Utilization

I often feel that I have something more to give this church but I don't know how to give it.

| | |
|-----------------------------|----------------|
| Clearly agree | 8% |
| On the fence | 54% |
| Clearly disagree | 38% |
| Rating of staff utilization | Average |

Top Three Priorities

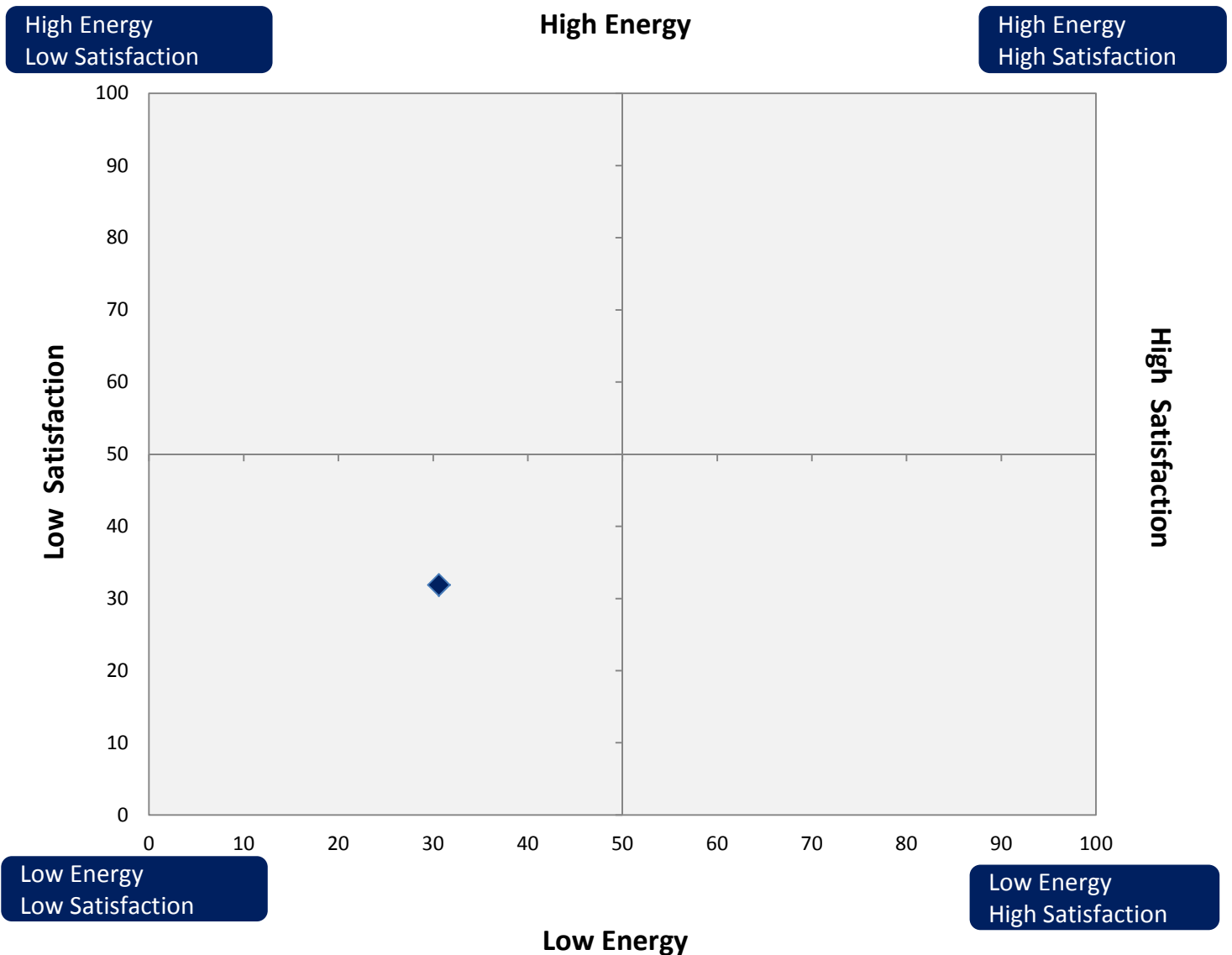
When asked what steps would most likely improve the effectiveness or quality of their work experience, staff members indicated the following priorities:

| | |
|--------|---|
| First | Develop better communication among the staff. |
| Second | Give more attention to building staff members into a team. |
| Third | Do more to equip staff members to make better use of technology. |

Survey Process Statistics

| | |
|-----------------------|-----------|
| Number of respondents | 27 |
|-----------------------|-----------|

Energy-Satisfaction



The levels of satisfaction and energy have been found to be reliable indicators of the health and vitality of a staff. There are four quadrants on this map.

The **high energy-low satisfaction** quadrant is the chaos quadrant. Staff in this quadrant are often struggling to structure and channel their energy into a direction they feel good about.

The **low energy-low satisfaction** quadrant is the recovery quadrant. Staffs in this quadrant require major changes in order to regain a significant level of vitality and health.

The **low energy-high satisfaction** quadrant is the static quadrant. Staffs in this quadrant have normalized a low level of vitality in the church which enables them to be relatively satisfied.

The **high energy-high satisfaction** quadrant is the transformation quadrant. Staffs in this quadrant are sources of new meaning and purpose for their members. They may also serve as mentors to other staffs.

Drivers of Satisfaction and Energy

What Is a Driver?

Not every question on the assessment is of equal importance to respondents. The more important questions are called drivers. A driver is a question that reliably predicts whether staff members are having a more positive or more negative experience overall. If a respondent gives a higher score to a driver, it is very likely that he or she will also give a higher evaluation of his/her overall experience. If a respondent gives a lower score to a driver, it is likely that he or she will also give a lower evaluation of his/her overall experience. (On negatively worded drivers, the relationship is reversed; a higher score results in a lower score on overall satisfaction or energy.) The drivers of member satisfaction listed below are unique to your staff. The level of importance for the question is noted in the column to the right.

Another way of saying it is that the drivers are the lens through which members are viewing and evaluating their overall experience. they color how staff members see nearly everything related to the staff. Staff members tend to feel best about their staff experience when they feel positive in the areas identified by the drivers.

Drivers of Staff Satisfaction

Members of your staff tend to feel more satisfied about their overall staff experience when they feel positive in the following areas:

Importance

| | | |
|-----------|---|-----------|
| Driver #1 | In general we are good at identifying and building on the strengths and gifts of our staff members. | Very high |
| Driver #2 | There is a disturbing amount of conflict among the staff members in our church. | High |
| Driver #3 | Leaders show a genuine concern to know what staff members are thinking. | High |
| Driver #4 | The application of policy is generally fair and reasonable. | High |
| Driver #5 | Our staff members welcome changes in the way we do things. | High |

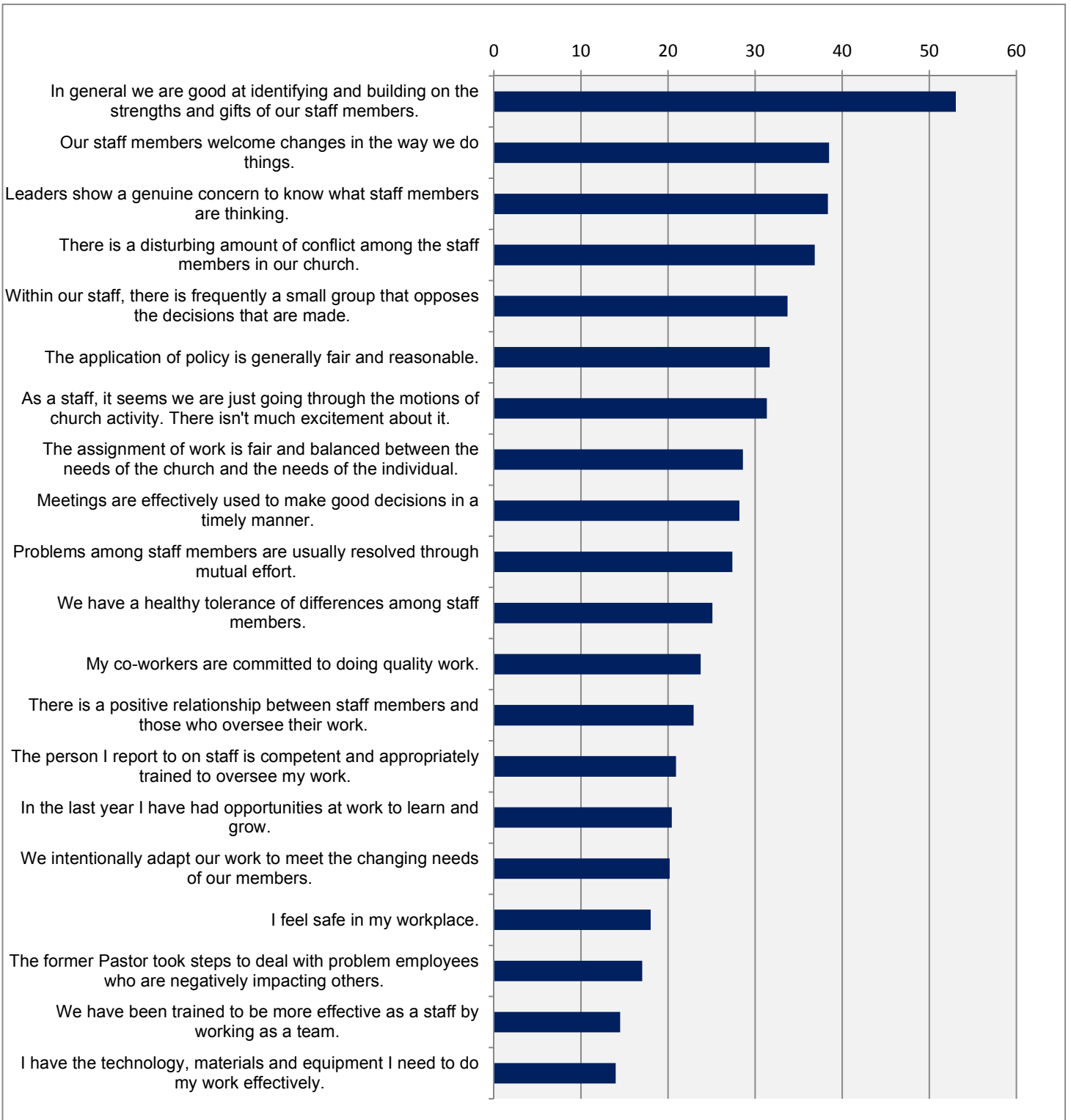
Drivers of Staff Energy

Members of your staff tend to feel more energized about their overall staff experience when they feel positive in the following areas:

Importance

| | | |
|-----------|---|------|
| Driver #1 | In general we are good at identifying and building on the strengths and gifts of our staff members. | High |
| Driver #2 | Our staff members welcome changes in the way we do things. | High |
| Driver #3 | On the whole, I am satisfied with how things are with our staff. | High |
| Driver #4 | Within our staff, there is frequently a small group that opposes the decisions that are made. | High |
| Driver #5 | Meetings are effectively used to make good decisions in a timely manner. | High |

Critical Success Factors for Improving Satisfaction



| | | |
|---------------------|--------------------------|----------------------|
| 0 - 10 Noise | 20-35 Significant | >50 Urgent |
| 10 - 20 Low | 35-50 Important | |

Future Priorities

When asked what steps would most likely improve the effectiveness or quality of their work experience, staff members indicated the following priorities:

| Rank | Priority | Mean | Rating |
|------------|---|------|---------|
| First | Develop better communication among the staff. | 3.56 | Average |
| Second | Give more attention to building staff members into a team. | 3.37 | High |
| Third | Do more to equip staff members to make better use of technology. | 3.23 | Average |
| Fourth | Involve staff members in a planning process so that there is more clarity regarding long-term vision and direction. | 3.22 | Low |
| Fifth | Provide more opportunities for the professional development of the staff. | 3.11 | Low |
| Sixth | Develop more clarity regarding expectations of staff members. | 3.08 | Average |
| Seventh | Improve supervisory skills of those managing others through training and coaching. | 3.08 | Average |
| Eighth | Provide more training to staff members on how to manage volunteers effectively. | 3.04 | High |
| Ninth | Work to develop the spiritual vitality of the staff through spiritual discipline, retreats, and other shared experiences. | 3.04 | Average |
| Tenth | Provide more up-to-date equipment for staff members. | 3.00 | Low |
| Eleventh | Improve the assignment and scheduling of work. | 2.96 | Average |
| Twelfth | Modify job responsibilities so that the work better matches the spiritual gifts of the staff member. | 2.87 | Average |
| Thirteenth | Provide more accountability for the work of staff members. | 2.76 | Low |
| Fourteenth | Provide better workspaces or workstations for staff members. | 2.48 | Average |

Facilities-Equipment Index

Question Text

FAC#1 I have the technology, materials and equipment I need to do my work effectively.

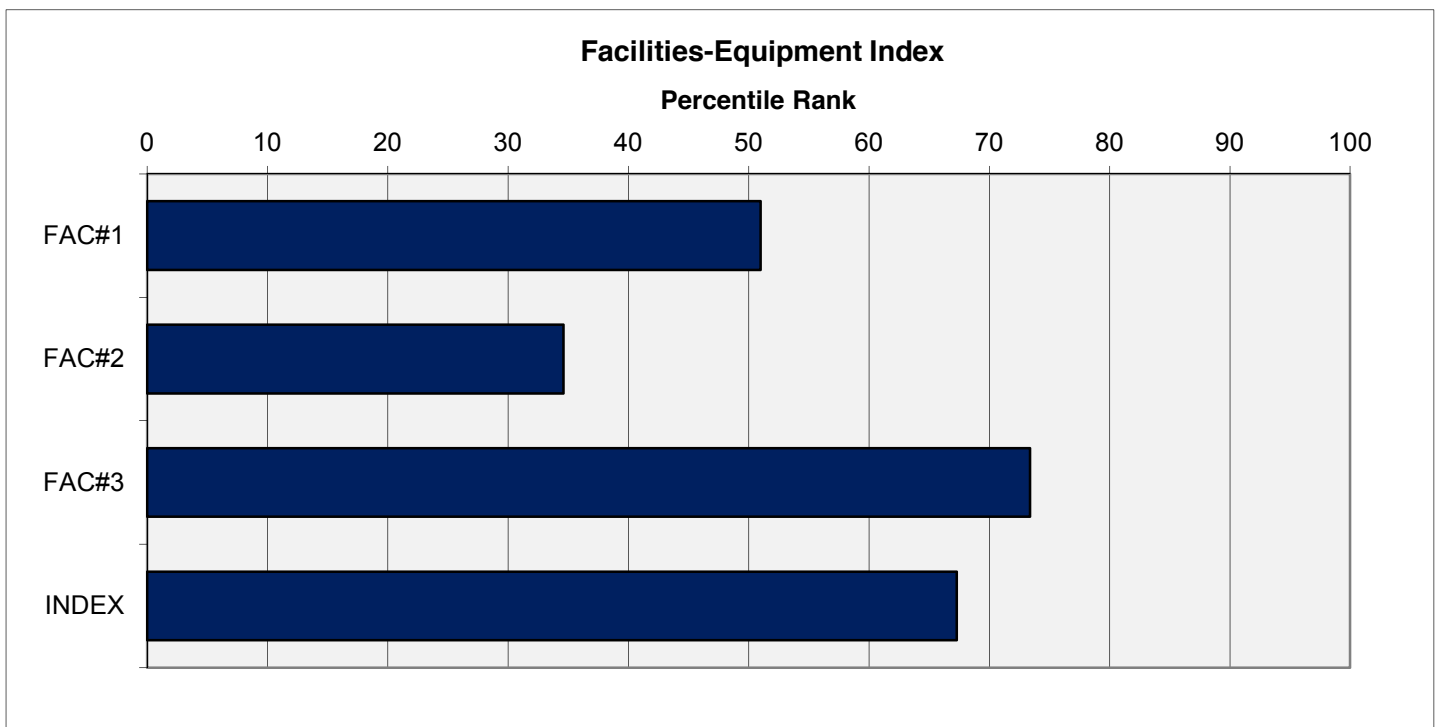
FAC#2 I feel safe in my workplace.

FAC#3 I have been trained to know what to do in emergencies such as fire or threat of violence.

Staff Responses (These are the scores from your staff.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|-------|-------------------|----------|------------------|---------------|-------|----------------|
| FAC#1 | 0% | 4% | 7% | 22% | 41% | 26% |
| FAC#2 | 0% | 0% | 7% | 19% | 26% | 48% |
| FAC#3 | 0% | 23% | 8% | 19% | 31% | 19% |

Comparative Profile (These show how your scores compared with those from other staffs.)



Flexibility Index

Question Text

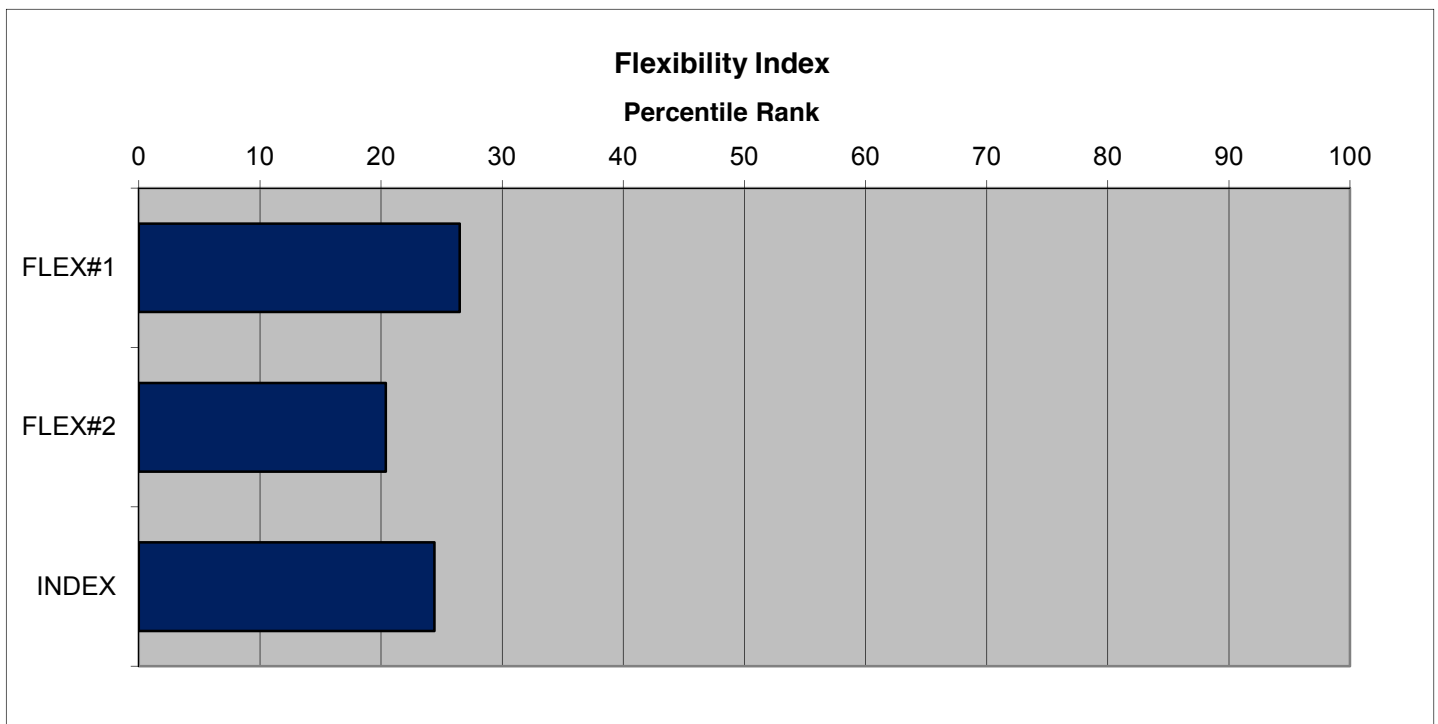
FLEX#1 We intentionally adapt our work to meet the changing needs of our members.

FLEX#2 Our staff members welcome changes in the way we do things.

Staff Responses (These are the scores from your staff.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|--------|-------------------|----------|------------------|---------------|-------|----------------|
| FLEX#1 | 0% | 4% | 16% | 28% | 32% | 20% |
| FLEX#2 | 7% | 7% | 37% | 33% | 11% | 4% |

Comparative Profile (These show how your scores compared with those from other staffs.)



Morale Index

Question Text

MOR#1 In the last seven days I have received recognition or praise for doing good work.

MOR#2 My supervisor or someone on the staff seems to care about me as a person.

MOR#3 The work I do at the church is important to my community and the larger world.

MOR#4 On the whole, I am satisfied with how things are with our staff.

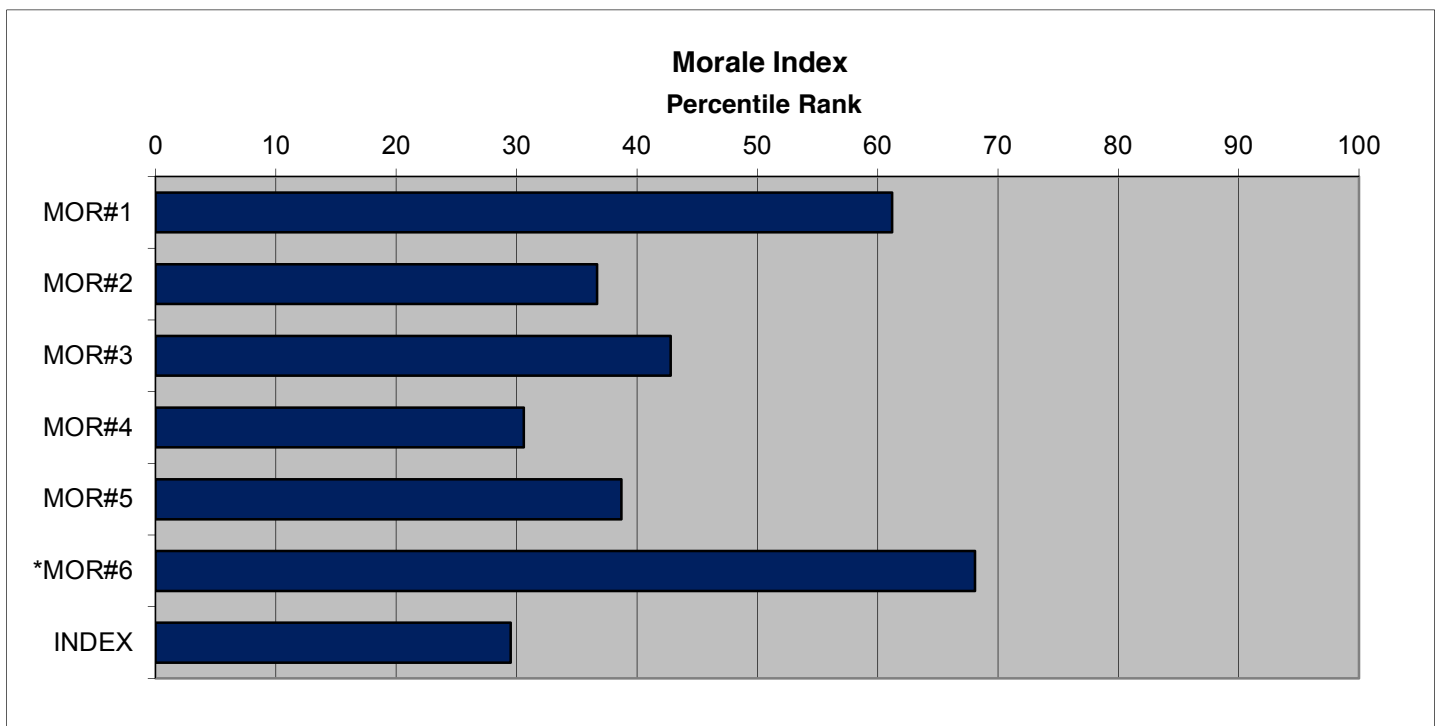
MOR#5 The former Pastor took steps to deal with problem employees who are negatively impacting others.

*MOR#6 As a staff, it seems we are just going through the motions of church activity. There isn't much excitement about it.

Staff Responses (These are the scores from your staff.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|--------|-------------------|----------|------------------|---------------|-------|----------------|
| MOR#1 | 0% | 4% | 11% | 19% | 44% | 22% |
| MOR#2 | 0% | 0% | 0% | 16% | 40% | 44% |
| MOR#3 | 0% | 0% | 4% | 4% | 48% | 44% |
| MOR#4 | 7% | 7% | 26% | 19% | 33% | 7% |
| MOR#5 | 5% | 15% | 20% | 30% | 30% | 0% |
| *MOR#6 | 4% | 22% | 37% | 26% | 11% | 0% |

Comparative Profile (These show how your scores compared with those from other staffs.)



Teaming Index

Question Text

TEAM#1 We have been trained to be more effective as a staff by working as a team.

TEAM#2 My co-workers are committed to doing quality work.

TEAM#3 Leaders show a genuine concern to know what staff members are thinking.

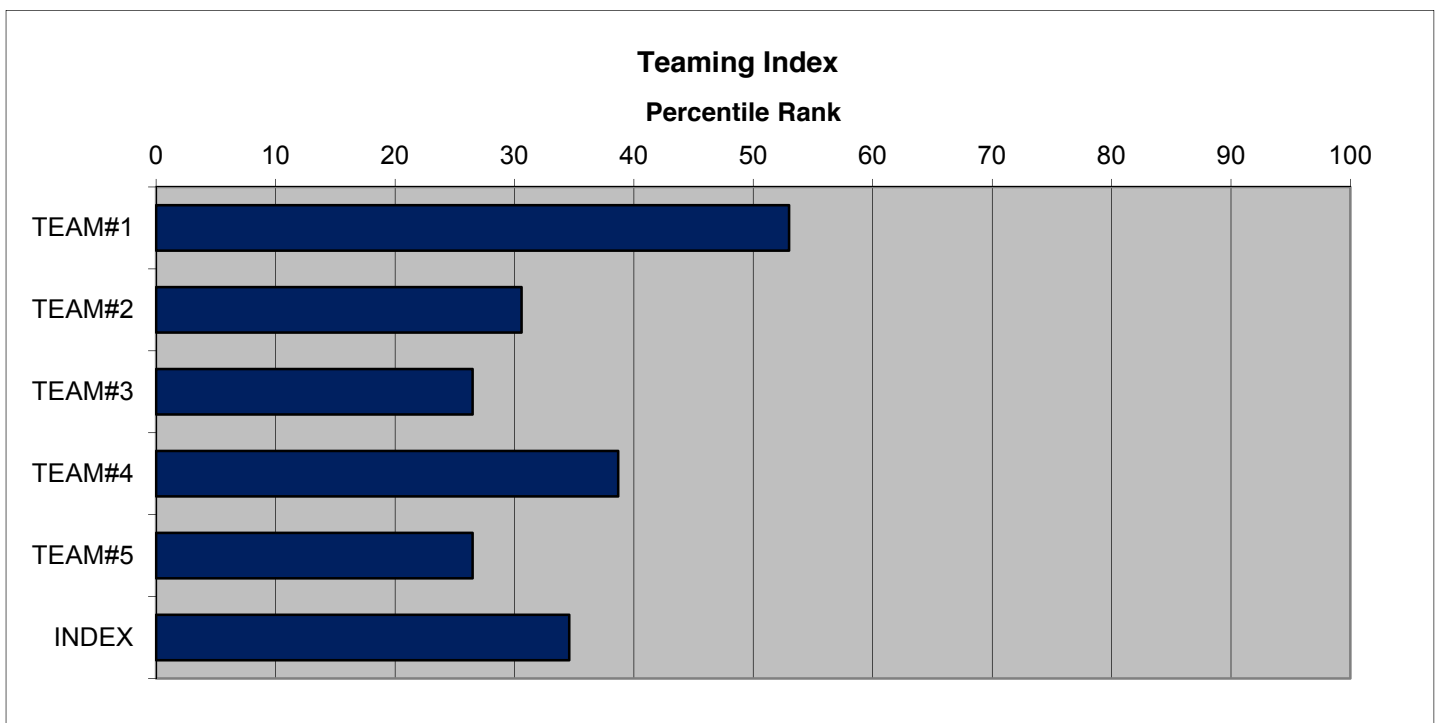
TEAM#4 Meetings are effectively used to make good decisions in a timely manner.

TEAM#5 In general we are good at identifying and building on the strengths and gifts of our staff members.

Staff Responses (These are the scores from your staff.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|--------|-------------------|----------|------------------|---------------|-------|----------------|
| TEAM#1 | 0% | 12% | 27% | 27% | 27% | 8% |
| TEAM#2 | 0% | 0% | 0% | 22% | 48% | 30% |
| TEAM#3 | 11% | 7% | 26% | 19% | 19% | 19% |
| TEAM#4 | 8% | 8% | 19% | 27% | 31% | 8% |
| TEAM#5 | 4% | 8% | 19% | 31% | 35% | 4% |

Comparative Profile (These show how your scores compared with those from other staffs.)



Conflict Management Index

Question Text

*CONF#1 There is a disturbing amount of conflict among the staff members in our church.

CONF#2 We have a healthy tolerance of differences among staff members.

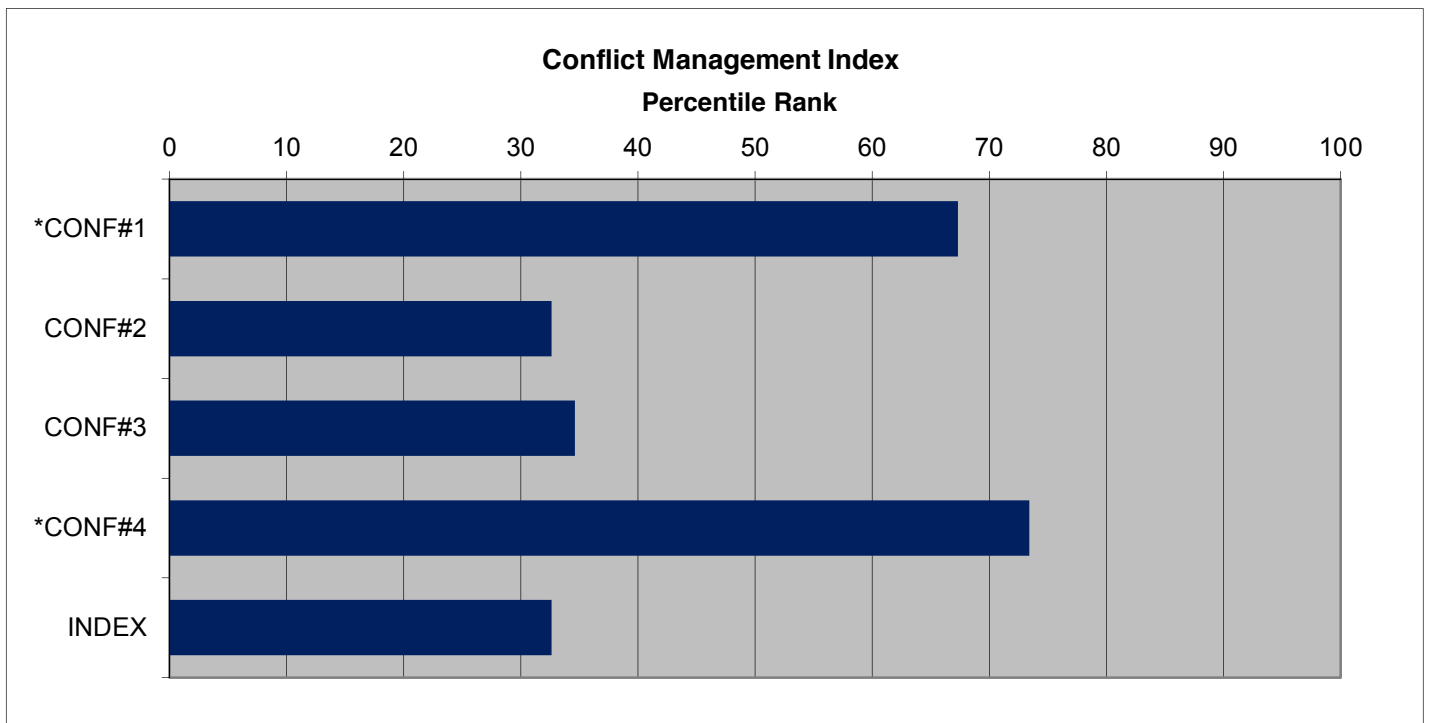
CONF#3 Problems among staff members are usually resolved through mutual effort.

*CONF#4 Within our staff, there is frequently a small group that opposes the decisions that are made.

Staff Responses (These are the scores from your staff.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|---------|-------------------|----------|------------------|---------------|-------|----------------|
| *CONF#1 | 0% | 31% | 23% | 46% | 0% | 0% |
| CONF#2 | 0% | 0% | 21% | 42% | 33% | 4% |
| CONF#3 | 5% | 5% | 18% | 50% | 18% | 5% |
| *CONF#4 | 0% | 32% | 5% | 50% | 9% | 5% |

Comparative Profile (These show how your scores compared with those from other staffs.)



General Management Index

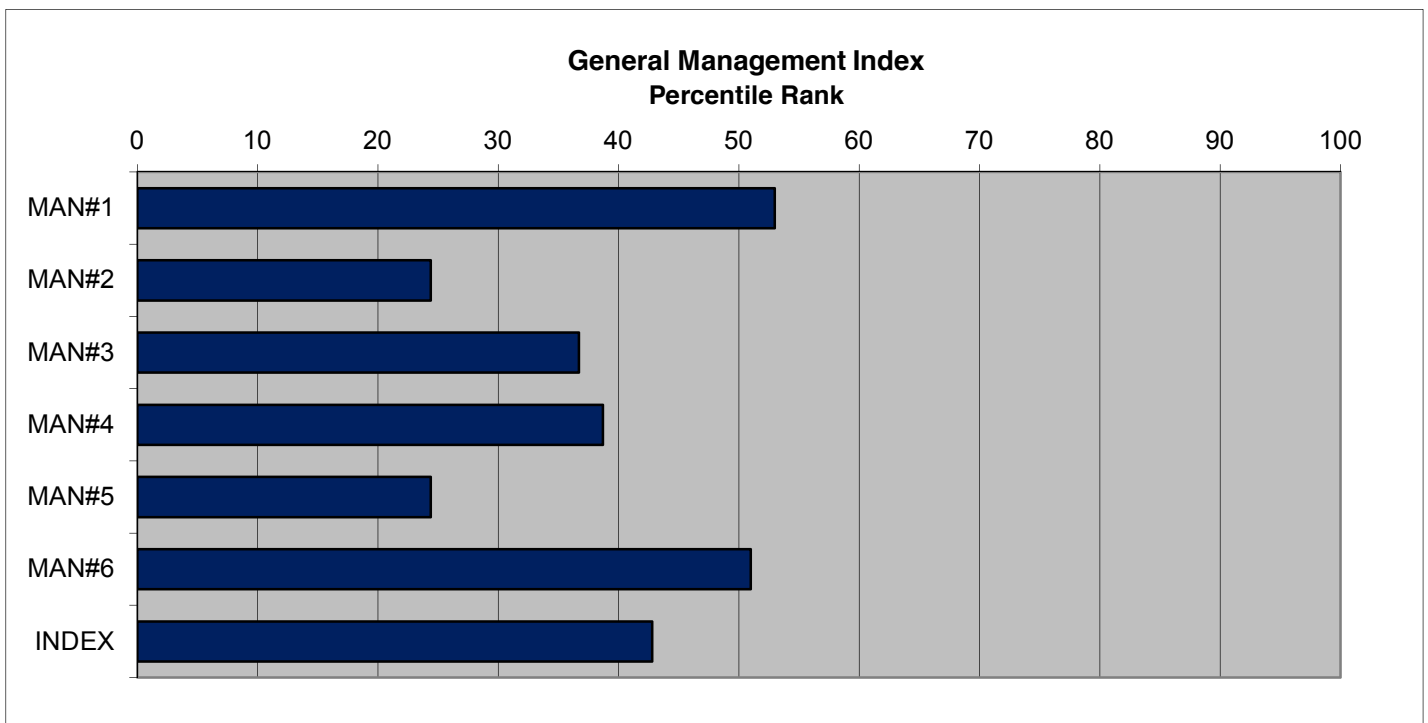
Question Text

- MAN#1 I know what is expected of me at work.
- MAN#2 There is a positive relationship between staff members and those who oversee their work.
- MAN#3 The application of policy is generally fair and reasonable.
- MAN#4 The person I report to on staff is competent and appropriately trained to oversee my work.
- MAN#5 The assignment of work is fair and balanced between the needs of the church and the needs of the individual.
- MAN#6 I have the opportunity at work to do what I do best every day.

Staff Responses (These are the scores from your staff.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|-------|-------------------|----------|------------------|---------------|-------|----------------|
| MAN#1 | 0% | 4% | 0% | 11% | 56% | 30% |
| MAN#2 | 4% | 0% | 19% | 31% | 35% | 12% |
| MAN#3 | 0% | 4% | 15% | 33% | 37% | 11% |
| MAN#4 | 0% | 7% | 7% | 19% | 26% | 41% |
| MAN#5 | 4% | 4% | 20% | 36% | 24% | 12% |
| MAN#6 | 0% | 0% | 7% | 19% | 56% | 19% |

Comparative Profile (These show how your scores compared with those from other staffs.)



Professional - Personal Development Index

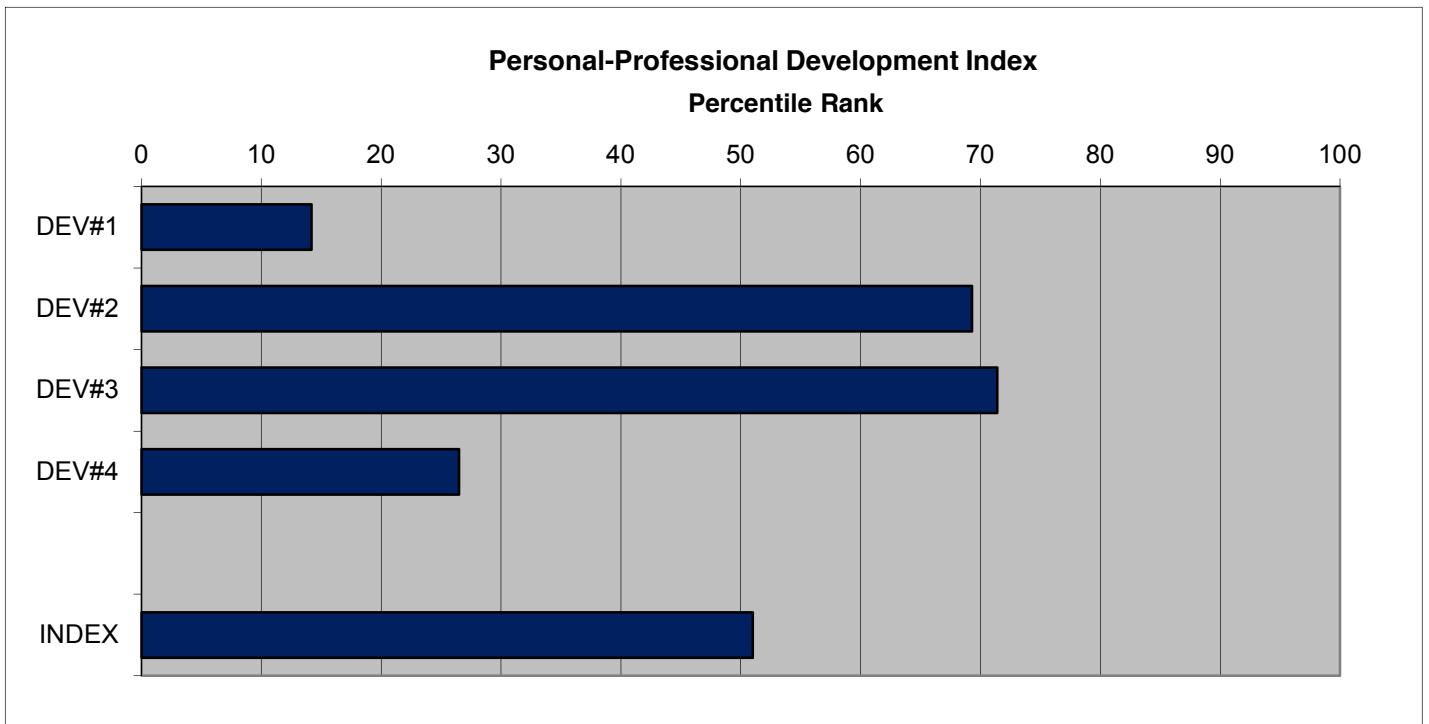
Question Text

- DEV#1 In the last year I have had opportunities at work to learn and grow.
- DEV#2 There is someone at work who encourages my development.
- DEV#3 In the last six months someone has talked to me about my progress.
- DEV#4 I am given regular opportunities to make significant achievements in my work.

Staff Responses (These are the scores from your staff.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|-------|-------------------|----------|------------------|---------------|-------|----------------|
| DEV#1 | 0% | 7% | 11% | 33% | 33% | 15% |
| DEV#2 | 0% | 0% | 8% | 25% | 42% | 25% |
| DEV#3 | 0% | 7% | 15% | 22% | 37% | 19% |
| DEV#4 | 0% | 4% | 15% | 26% | 41% | 15% |

Comparative Profile (These show how your scores compared with those from other staffs.)



Member Challenges Index

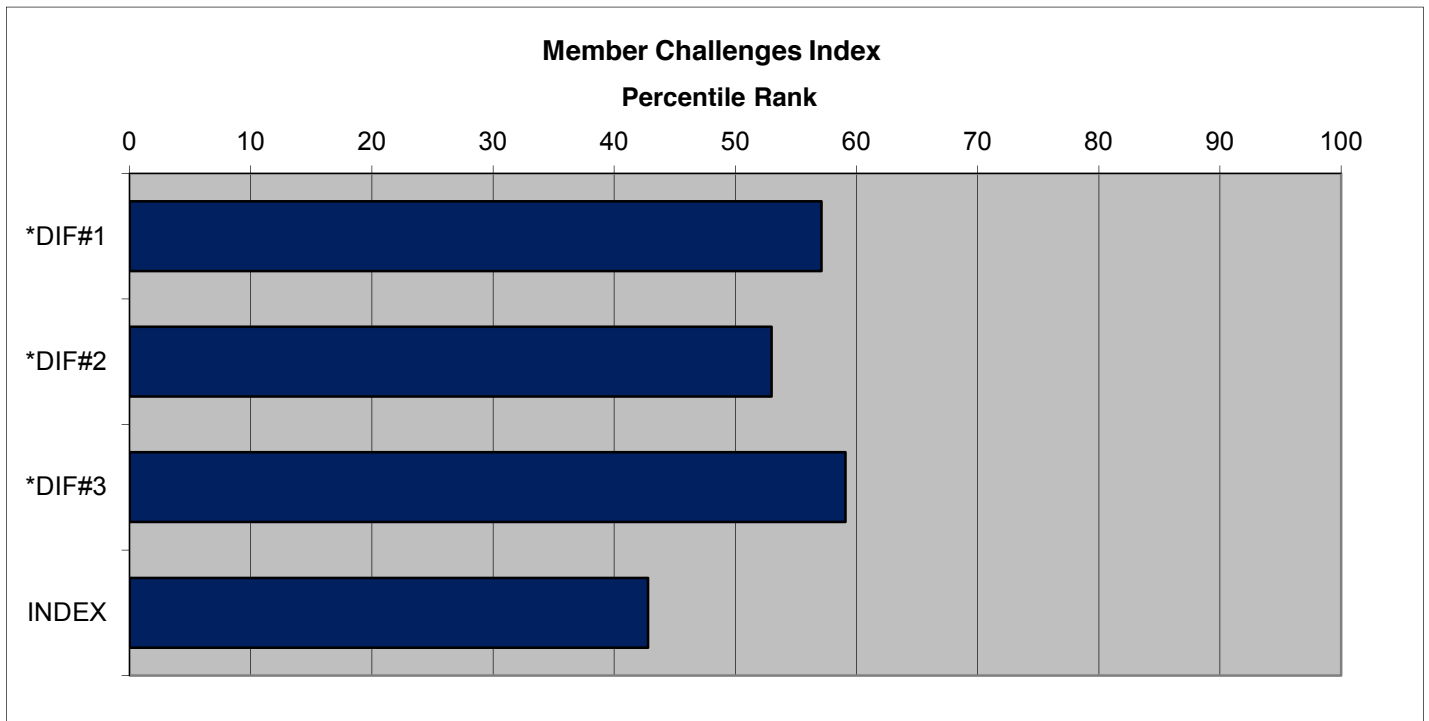
Question Text

- *DIF#1 How often do you experience anger from members over programs, policies, or procedures that you are responsible for implementing?
- *DIF#2 How often do you experience members who have unrealistic expectations regarding what you are able to provide given your own budget, time constraints, and scope of responsibilities?
- *DIF#3 How often do you find it necessary to spend an excessive amount of time recruiting members to work in your ministry area?

Staff Responses (These are the scores from your staff.)

| | Never | Once in my career | Once a year | Twice a year | Once a month | Once a week | Every day |
|--------|-------|-------------------|-------------|--------------|--------------|-------------|-----------|
| *DIF#1 | 36% | 0% | 9% | 27% | 18% | 9% | 0% |
| *DIF#2 | 28% | 0% | 12% | 20% | 20% | 20% | 0% |
| *DIF#3 | 28% | 0% | 20% | 20% | 20% | 8% | 4% |

Comparative Profile (These show how your scores compared with those from other staffs.)



Spiritual Vitality Index

Question Text

SPIR#1 I believe that God has called me to the work I am doing in the church.

SPIR#2 I experience the presence of God in my life.

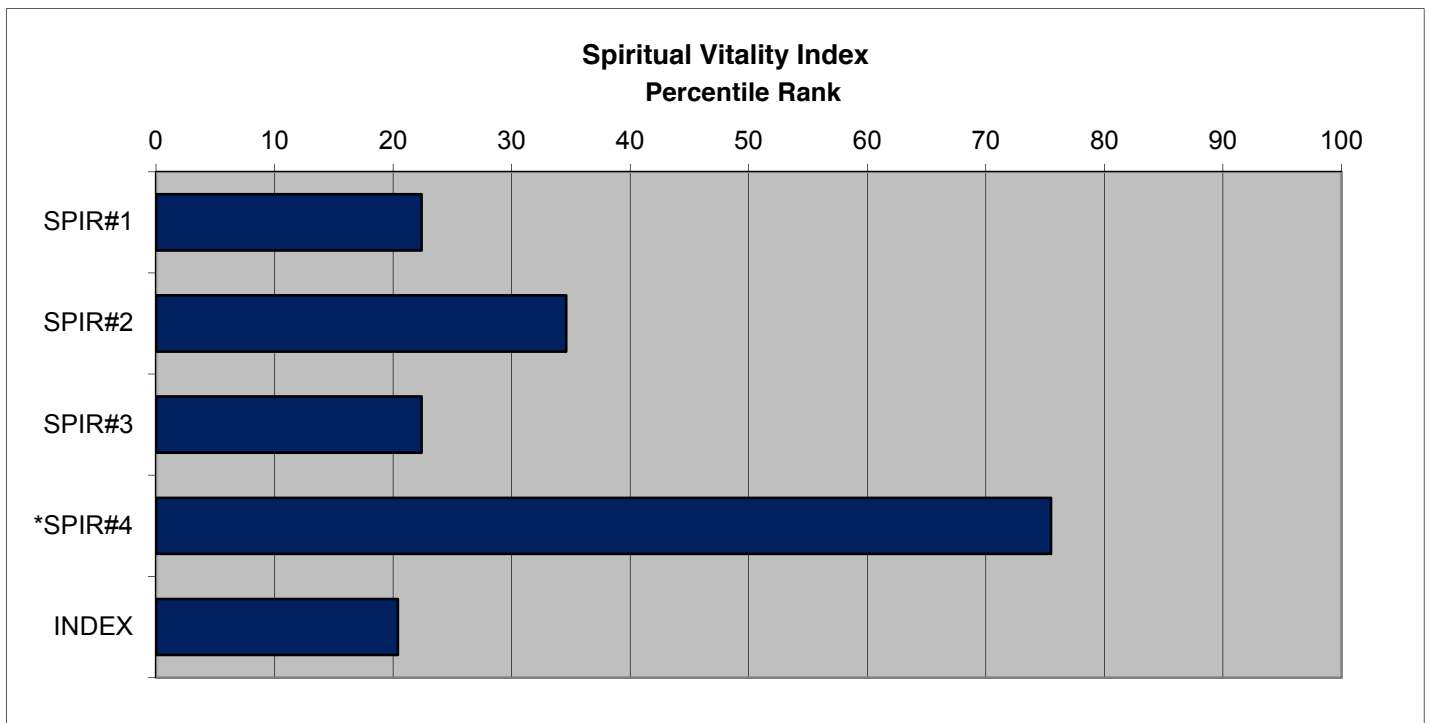
SPIR#3 My spiritual experiences often impact the way I view life.

*SPIR#4 My work at the church often feels like it is making it harder for me to have a vital spiritual life.

Staff Responses (These are the scores from your staff.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|---------|-------------------|----------|------------------|---------------|-------|----------------|
| SPIR#1 | 0% | 0% | 0% | 27% | 12% | 62% |
| SPIR#2 | 0% | 0% | 0% | 0% | 44% | 56% |
| SPIR#3 | 0% | 0% | 7% | 0% | 56% | 37% |
| *SPIR#4 | 11% | 22% | 30% | 30% | 4% | 4% |

Staff Responses (These are the scores from your staff.)



Respondent Characteristics

Age

My age is

| | |
|----------|-----|
| Below 19 | 0% |
| 19 to 24 | 5% |
| 25 to 34 | 20% |
| 35 to 44 | 35% |
| 45 to 54 | 15% |
| 55 to 64 | 15% |
| 65+ | 10% |

Tenure

Approximately how many years have you worked at this church?

| | |
|------------------|-----|
| Less than a year | 20% |
| 1 to 2 year | 20% |
| 3 to 4 years | 30% |
| 5 to 10 years | 15% |
| 11 to 15 years | 5% |
| 16 to 20 years | 10% |
| 20+ years | 0% |

Utilization

I often feel that I have something more to give this church but I don't know how to give it.

| | |
|-------------------|-----|
| Strongly disagree | 8% |
| Disagree | 29% |
| Tend to disagree | 13% |
| Tend to agree | 42% |
| Agree | 4% |
| Strongly agree | 4% |

Transition Index

Question Text

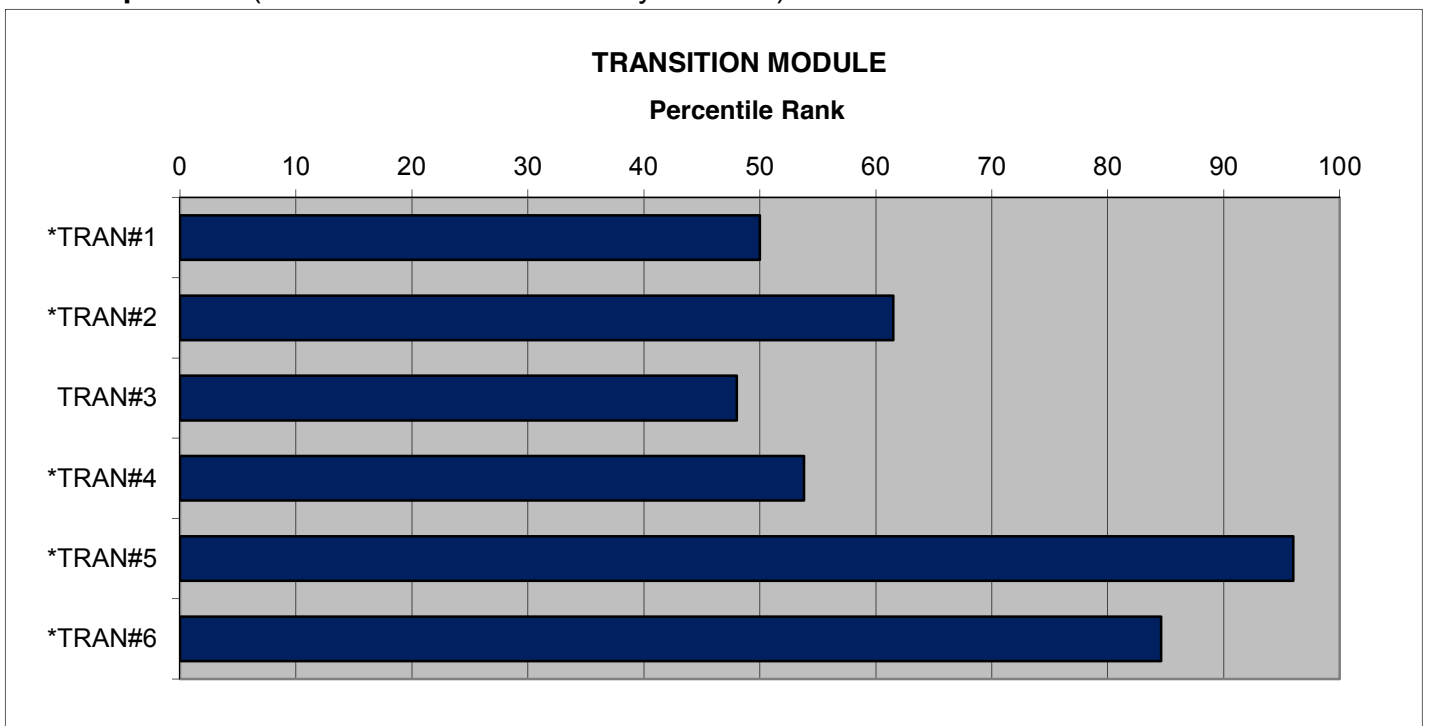
- *TRAN#1 Given the resignation of our Pastor, I am concerned about my future employment in this church.
- *TRAN#2 There are some staffing issues here that need to be resolved before a new Pastor is called to our church.
- TRAN#3 The leadership is doing a good job communicating with the staff during the transition.
- *TRAN#4 There is another position on the staff that would be a better fit for my gifts and interests than my current position.
- *TRAN#5 How difficult do you believe it will be for members to adjust to the loss of the Pastor and accept the leadership of the next Pastor?
- *TRAN#6 How difficult do you believe it will be for the staff to adjust to the loss of the Pastor and accept the leadership of the next Pastor?

Staff Responses (These are the scores from your staff.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|---------|-------------------|----------|------------------|---------------|-------|----------------|
| *TRAN#1 | 15% | 31% | 23% | 19% | 12% | 0% |
| *TRAN#2 | 0% | 14% | 24% | 24% | 19% | 19% |
| TRAN#3 | 4% | 4% | 19% | 22% | 30% | 22% |
| *TRAN#4 | 35% | 43% | 13% | 9% | 0% | 0% |

| | Not difficult | Somewhat difficult | Moderately difficult | Very difficult |
|---------|---------------|--------------------|----------------------|----------------|
| *TRAN#5 | 4% | 42% | 38% | 17% |
| *TRAN#6 | 11% | 48% | 33% | 7% |

Staff Responses (These are the scores from your staff.)



Strategic Operations Module

These questions have been added to explore how the work of the staff is structured to execute a strategic plan.

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|--|--------------------------|-----------------|-------------------------|----------------------|--------------|-----------------------|
| I have a set of goals for my work that clearly specify what I am to accomplish in the next year. | 4% | 12% | 12% | 28% | 36% | 8% |
| It is clear to me how the role I play on staff will help the church achieve its vision. | 4% | 8% | 4% | 38% | 42% | 4% |
| Staff meetings are effectively used to monitor progress in achieving the church's vision. | 4% | 8% | 19% | 38% | 23% | 8% |
| As staff members make significant achievements in helping the church realize the vision, they are recognized and celebrated. | 0% | 4% | 4% | 46% | 38% | 8% |
| The lay ministry teams that I relate to as a staff member have a clear set of goals for the next year that will help the church achieve its vision. | 0% | 9% | 9% | 32% | 45% | 5% |
| As I work collaboratively with other staff members on various projects, our conversations and plans are clearly influenced by the vision for the church. | 8% | 0% | 13% | 50% | 21% | 8% |
| My most recent performance review explored how my work helped the church accomplish its vision. | 5% | 14% | 9% | 23% | 41% | 9% |

Conflict Resolution Patterns Module

There are several basic ways that people deal with conflict. All these can be appropriate depending upon the situation and how frequently they are used. The table below lists five ways to deal with conflict.

In this section, staff members identify the patterns of conflict resolution used most frequently (and least frequently) by the staff.

| Conflict Resolution Strategy | Least often | 4th most often | 3rd most often | 2nd most often | Most often |
|---|-------------|----------------|----------------|----------------|------------|
| AVOIDANCE – Let it pass, talk with others, or move away from the relationship. | 7% | 33% | 15% | 15% | 30% |
| APPEAL TO HIGHER AUTHORITY – Refer the issue to a supervisor, board, or committee to make a decision. | 0% | 11% | 30% | 37% | 22% |
| NEGOTIATE – Engage in a direct one-on-one conversation to seek a win-win solution. | 0% | 15% | 33% | 19% | 33% |
| MEDIATE – Involve a third party to seek a win-win solution. | 4% | 37% | 19% | 26% | 15% |
| POWER SOLUTION – Seek to have a person removed from a position or voted out of office. | 89% | 4% | 4% | 4% | 0% |

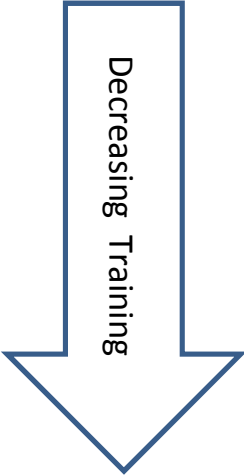
| Frequency | Conflict Resolution Strategy | Mean |
|----------------|---|-------|
| Most often | NEGOTIATE – Engage in a direct one-on-one conversation to seek a win-win solution. | 100.0 |
| 2nd most often | APPEAL TO HIGHER AUTHORITY – Refer the issue to a supervisor, board, or committee to make a decision. | 100.0 |
| 3rd most often | AVOIDANCE – Let it pass, talk with others, or move away from the relationship. | 88.0 |
| 4th most often | MEDIATE – Involve a third party to seek a win-win solution. | 84.0 |
| Least often | POWER SOLUTION – Seek to have a person removed from a position or voted out of office. | 33.0 |

Interpersonal Training Module

In addition to the training required to function well in their specific ministry areas, staff members often have received training, either formally (university or seminary coursework) or informally (conferences, workshops, seminars), on subjects related to interpersonal relationships.

In this section, staff members indicate how much training they have received, including formal coursework as well as more informal conferences, workshops, or seminars.

| | Almost no training | Little training | Some training | Moderate training | Highly trained |
|---|--------------------|-----------------|---------------|-------------------|----------------|
| How to listen empathetically (to understand rather than analyze). | 22% | 19% | 11% | 30% | 19% |
| How to identify the particular giftedness in myself and others. | 11% | 26% | 30% | 19% | 15% |
| How to confront and deal with problematic behavior in others. | 11% | 26% | 26% | 22% | 15% |
| How to Identify irrational elements in my own thinking. | 11% | 22% | 37% | 15% | 15% |
| How to manage and resolve conflict with others. | 15% | 15% | 19% | 41% | 11% |
| How to function as a member of an effective team. | 0% | 15% | 22% | 37% | 26% |

| Training Level | Interpersonal Skill | Mean |
|---|---|------|
|  | How to function as a member of an effective team. | 3.7 |
| | How to manage and resolve conflict with others. | 3.2 |
| | How to confront and deal with problematic behavior in others. | 3.0 |
| | How to listen empathetically (to understand rather than analyze). | 3.0 |
| | How to Identify irrational elements in my own thinking. | 3.0 |
| | How to identify the particular giftedness in myself and others. | 3.0 |