

Rocky Mountain Church Network (Large Church Pastor's Cluster)  
May 23, 2018

**What is the number one mistake most often made in hiring?**

- Hiring to a need, rather than to a plan—really both/and not either/or
- Like building a house, by adding one room at a time
  - Don't want to only hire in crises...
  - Need to have an intentional staffing model based upon:
    - Your wiring (especially EP)
    - Your vision
    - Your philosophy
    - Your capacity
    - Church's culture
    - Funding Model
- Not either either/or but a both/and
- Often churches out grow their staff, what do you do?
  - Charles Lake...deal with this in a moment

**What are other mistakes many lead pastors make**

- *LP don't understand their own A-game—their wiring*
  - Where do you have an unfair advantage
    - E.G. Steve—preaching versus leading
- *Let others set their expectations*
  - You should be doing...
  - Understand how you are fearfully and wonderfully made
    - Rhythms
- *Project (DISC) onto the staff...*
  - D's want everyone to get stuff done like they do
  - I's believe everyone can do whatever needs to be done
  - S's believe everything can be planned and executed
  - C's believe that the details are more important than the end
- *What are the 2 or 3 biggest red flags*
  - *Best predictor of future performance is past behavior*
  - I am not say I don't believe in grace...but
- *My biggest frustration is when leaders use a single instrument or two to identify if a potential hire is appropriate or not. We are all 'fearfully and wonderfully made' (Ps 139); our assessment processes should reflect this truth.*
  - Everyone has an A-game, the problem with most staff in churches today is:
    - They don't know what their A-game is and
    - Most often their role isn't aligned with it.

**Why teams break down?**

- *Sometimes out grow your staff*

- Role and responsibilities evolve into something beyond the capacity and/or bandwidth of the staff
    - Not bad, but difficult
    - Try to promote them.
- *Often it is culture, not competencies, character or calling*
  - Acts 11.25 Barnabas realized that he didn't have the cultural fit for gentile Christians
- *Planter...multiplier in utero*
  - Acts 9.32
    - Paul didn't get along with Jerusalem leadership
    - It is okay to release them for development, etc.
- *Different giftings/callings*
  - Acts 15.32ff
    - Paul and Barnabas had different callings on their lives
    - Mission, Vision and Values
    - It is okay to split as brother and sisters in Christ to do God's work
      - 2 Timothy 4.11
- *TeamFit* exercise with entire staff
  - From 4 staff to 27 staff
    - There are certain functions that every leader does well
    - Teams function best when each leader functions in their own fit
    - Each member compliments others in their function
    - Based upon the culture of the staff/church your wheel percentages will vary some, but all must be covered.

### **How to use assessments effectively?**

- Wiring versus Calling
  - David's wiring informed is calling
  - Great leader of more gifted individuals
  - Assessments can only identify wiring
- Know your target (what are you assessing for)
  - Different domains.
- Understand we are social creatures
  - Trait Psychology (scale)
    - Assessment instruments
  - Social Cognitive Psychology (thinking in the situation)
    - Social situations
    - Three interviews for critical positions
- Understand every assessment has a margin of error
  - If someone tells you that is not
    - Ignorant
    - Lying
  - They are not fool proof
  - However, look for ones that have psychometric indices
    - Fake scales

- EQ
  - Multiple domain instruments
- A priori (in advance)
  - To determine or discover
  - To make a decision on hiring
  - Know the competencies needed
- Post hoc (after the fact)
  - To confirm
  - To align
  - To sharpen
  - To move to another position

**When and what assessments are best? (Mine of course!!!)ROCKRMS**

- Most assessments are great for what they were intended to do
  - But practioners get in trouble when they use them for other purposes
    - Should always ask
      - For what purpose was this instrument created?
      - What is it intended to measure?
  - Validity becomes an issue here:
    - MBTI
      - Extroversion/Introversion
- Two ways to look at instruments:
  - Single domain
    - DISC—Behaviors on a team to get a job done
    - Values—motivators, drivers
    - EQ—skills in understanding, working and connecting with others
    - TKA—Conflict skills, Jesus used all five
  - Multiple Domain
    - Birkman (personal coaching and potential Team building)
    - 16PF
    - Mellon
    - MMPI (pathologically based)

**Apart from assessments, what are the best things a lead pastor can do in hiring staff?**

- Don't hire without outside eyes
  - I don't...I have made too many missteps
- Have clear competencies
- Identify in writing what are your expectations
  - Beyond competencies
  - Work 50 hours (not including worship service times)
  - Culture demonstrated is in the details...

**How do you let staff go with grace?**

- Help them discover a better fit, i.e. PROMOTE THEM!
- *Assessments often help them realize why they don't fit.*
- *Everyone has an A game...*
  - Problem is that misfits are most often just not a good fit for the role
  - Even Ron...left pastorate to become a city bus driver
- *If competency based:*
  - Determine outcomes needed (goals)
  - Show how they are unable to meet outcomes
  - Help them find a better position (elsewhere) where they do fit.
  - They are not bad people, just bad competency fit
  - Bring in outside help
- *If culture/chemistry based:*
  - Acknowledge it and cut the cord quickly.
  - Identify where the misfit is happening
  - They are not bad people, just a bad cultural fit
  - Bring in outside help
- *What are the key things to keep in mind as you let someone go*
  - Due process—what is the reason?
    - Force yourself to identify for your benefit and their
  - How did they fail in what areas?
    - Did you not develop them?
    - Was there not a good fit from the start?
    - Did the role outgrow them?
    - Have they changed?
    - Downsizing
  - 8 EA in 8 years...
- *If moral failure...not just sexual, financial, relational*
  - Demonstrate grace
  - Severance to enable a path of restoration
    - Not necessarily to the same position or even church