

**EM360**  
**Supervisor Reflection Guide**  
**May 26, 2021**  
**FINAL**

The purpose of this Reflection Guide is to help you shepherd the clergy person's reflection on their EM360 Feedback Report and discern the next steps in their leadership formation journey.

The goals of the EM360 assessment are to:

- leverage the pastor's strengths in a supportive partnership within the ministry setting they serve,
- identify areas for further development, and
- encourage collaboration between the supervisor, clergy, and ministry partners to fulfill mission and ministry goals.

Participating in a 360 evaluation may provoke anxiety and requires vulnerability and trust from all involved. We hope you will honor the spirit of these conversations by keeping your reflections confidential and positive as you collaborate.

**How do I structure our reflection conversation?**

1. Before the conversation:
  - Review the clergy person's Feedback Report, including the report's introduction.
  - Review the Development Plan template to become familiar with questions the clergy person is asked to address.
2. Allow 90 minutes for your conversation.
3. Arrange to meet in a space that allows for private conversations.
4. Begin your conversation with prayer.
5. Use the guiding questions to help move the conversation forward.
6. Allow the organic flow of the conversation to inspire additional questions or to revise/replace the guiding questions.
7. Be clear on the next steps you expect of the clergy person. Make sure those next steps are specific and have a deadline so all collaboration partners can be held accountable.
8. End the conversation with prayer.

Commented [CH1]: [@Trip Lower](#) Could we use the word, "mentor, so we don't say "guide...guide" in one sentence?

Commented [TL2R1]: I don't want to confuse them with mentor because "mentoring" is something completely different. let's try "shepherd" instead.

Commented [CH3]: <https://www.merriam-webster.com/dictionary/clergyman>

Commented [TL4R3]: sounds good to me. who am I to argue with Webster?

Commented [CH5]: [@Trip Lower](#) Suggesting ministry "partners" here because I don't think we can collaborate with a "setting."

Commented [TL6R5]: makes sense to me.

## Guiding Questions

### Insight:

- What did you notice in the Feedback Report?
- What did you expect to see?
- What surprised you?
- What left you with questions? What questions do you have?

### Contextualizing:

- What are two to three of your ministry setting's mission and ministry goals?
- Which Dimensions of Effective Ministry are *particularly* relevant to those goals at this time?
- What two to three strengths do those you serve possess that you can **lean on** for greater success?

### Behavior:

- Look at the contributor comments in the various report sections.
  - What observable action(s) may have contributed to those comments?
  - How could a change in your behavior possibly influence the perception of your leadership by others?
- Consider any noticeable gaps in your ratings and your contributors' ratings.
  - What may have contributed to the difference in perception?
  - What can you learn from identifying your hidden strengths?
  - How could a change in your behavior possibly influence the perception of your leadership by others?

### Formation:

- Which two to three strengths would you like to spend more time developing? Who can help you develop those strengths?
- Which two to three strengths can be leveraged for success in your ministry setting?
- What specific work can you do to leverage those strengths? Who can you work with to leverage those strengths?
- Are there new opportunities to build on your strengths? (Think big. Think broad. Think out-of-the-box.)
- Recall the Dimensions of Effective Ministry that are *particularly* relevant to your ministry setting's mission and ministry goals. Are there areas of leadership the ministry setting needs that were not identified as particular strengths of yours?
- How could improvement in those areas help move the ministry setting closer to achieving its mission and ministry goals?
- Are there ways you can empower, equip, and leverage leaders in your ministry setting to help you lead out of areas that are necessary at this time but may not be your areas of strength?

Commented [JJ7]: is the right word "leverage"? or "lean on"?

Commented [TL8R7]: I think both words communicate the intent of this bullet so if "lean on" feels better to you, I can get behind that 100%. The higher level intent is to encourage the participant to pay more attention to the strengths of those they serve and empower/equip them to lead. "Lean on" works for me.

Commented [TL9]: This particular section of the questions is focused on observing and processing behaviors. Actions they can take to build on their strengths is part of the "formation" section. I'll move the question into the "formation" section.

Commented [TL10]: I shifted some of the questions around to incorporate the revisions @Janet Jones recommended.

*Follow Up and Accountability:*

- What actionable insights do you have as a result of this feedback?
- Who do you need to collaborate with to help you and your ministry grow?
- What do your next steps need to be?
- When do those next steps need to be taken?
- What do you need from your ministry partners as you take those next steps?

Commented [JJ11]: In these assessments, its important to remain neutral in the feedback guidance. The questions we have here appear to presume there are problems - we can't assume that from a research perspective - so we should always ask equally about areas of strength and opportunities for improvement.

Commented [CH12]: @Trip Lowery Should we say "partner" here, too?

Commented [TL13R12]: we can get rid of all the others and say "ministry partners" because they're all partners in ministry.