

EM360 Team – Formation Plan Guide

The *EM360 Team Formation Plan Development Meeting* is an important culmination of the EM360 formation process. The EM360 Team includes the pastor and two Staff/Pastor Parish Relations Committee (S/PPRC) members mutually selected by the pastor and committee.

This Guide invites you to reflect on the pastor’s assessment results in the context of the congregation’s mission and ministry goals and to glean insights from the multiple perspectives included in the assessment report. The goals of the EM360 are to:

- leverage the pastor’s strengths in supportive partnership with the congregation’s strengths
- identify areas for further development in both the pastor and the laity
- foster clergy/laity collaboration to fulfill the congregation’s goals for mission and ministry

EM360 Team Conversation

Participating in a 360 evaluation may provoke anxiety, and requires a certain amount of vulnerability and trust from all participants. To uphold the greatest benefit from the process, the EM360 Team must establish mutual trust and hold sensitive information confidential. We hope you will honor this process by keeping your reflections confidential as you work together and agree on what information should be shared beyond the EM360 Team.

Separately, review the results and prepare for the EM360 Team Conversation.

Allow 90 minutes for your conversation. Arrange to meet in a space conducive to privacy and at a time when team members can give attention and energy to the work.

Begin your time together with prayer. Work through the questions, taking time to hear from each person. Add questions and conversations based on each team member’s insights and reflections.

The ***EM360 Formation Plan Template*** provides a framework for shaping a meaningful and well-considered plan. After discussing the questions, draft your formation plan with goals for the pastor and congregation for the upcoming year.

Finish your meeting by deciding what EM360 Results to share with the full S/PPRC and how you’ll present the ***EM360 Formation Plan***. End with prayer.

Reflect Individually on the EM360 Results Before You Meet

To start, simply sit with the results and notice what draws your attention. Notice also what emotions arise in you. It will be normal to have an emotional response to the results, whether you are a pastor or a S/PPRC member. Receiving or viewing feedback in a 360 instrument, whether the ratings are better or worse than expected, may spark anxiety. This is a normal reaction that will subside over time. As much as you can, simply be curious about what's there.

Remember, this instrument, like all instruments, has limitations. Some of the information will feel right on-target and very pertinent. Some will not. It is a snapshot of leadership at this point in ministry and in this particular setting. As an EM360 Team, you will reflect together on the results, and we encourage holding an attitude of openness and curiosity about the information the results provide.

As you ponder the charts and comments, reflect. What matters most to leading the congregation right now? At this time, what significant strengths are emerging? What comes through as ripe for development – whether through relatively lower ratings, or near-top ratings? Given the needs of this ministry setting and both the congregation's and pastor's hopes for the future, what strengths might be important to leverage? What weaker areas might be important to grow? Where can the congregation best partner with the pastor to produce well-rounded effective ministry leadership?

The **EM360 Feedback Report** provides a series of graphs and comments.

- The Dimensions of Effective Ministry graph shows important aspects of pastoral ministry. Earlier work with United Methodist clergy identified these dimensions as most important when considering ministerial effectiveness.
- The Top 13 KSAP graph shows the clergy's highest priority knowledge, skills, abilities, and personal characteristics (KSAPs) for pastoral ministry. Each element links statistically to effective ministry. The K/S/A/P graphs that follow detail additional elements beyond the Top 13.
- On each graph, two of the lines represent the collective (average) ratings of the S/PPRC raters and Peer raters you invited to contribute. The other two lines represent the individual ratings by your district superintendent and your own self-ratings. Evaluators' comments follow the graphs in each section.

We pray that the EM360 will be a helpful tool to aid dialogue as together you envision and develop leadership guiding the congregation to step into the future where God is calling.

Reflect Together on the EM360 Results

Insight Questions

1. What do you notice?
2. What surprises you?
3. What does not surprise you?
4. What are you curious about?

Context & Congregational Contribution Questions

5. Reflecting on the context, what are the congregation's mission and ministry goals?
6. Which *dimensions of effective ministry* seem particularly relevant to those goals?
 - Which *congregational strengths* can be leveraged for success?
 - What two further *congregational contributions* could have the greatest impact?

Focusing Questions

Look at the **dimensions of effective ministry**, and the comments about *strengths* and *opportunities for improvement*.

Look at the **Top 13 KSAPs** (knowledge, skills, abilities, and personal characteristics).

Look at the **K/S/A/P full charts**, and the comments about *strengths* and *opportunities*.

For each report section, consider:

7. What *observable actions and decisions* might have contributed to ratings?
8. Are the highest and lowest the same or different *between evaluator groups*? If different, what might contribute to the different perceptions?

Pastor Formation Questions

9. Reflecting on the pastor's EM360 results, which dimensions of effective ministry are most relevant now in the congregational context?
 - Which pastor strengths can be leveraged for success?
 - Considering opportunities for improvement, which two would have the biggest impact on helping the congregation achieve its goals and mission if improvements were made?

Create Your EM360 Formation Plan

A formation plan provides an opportunity to discern and commit to ongoing learning, discovery, and formation for both the pastor and the congregation. The form you will use to record your formation plan is located on the pastor's EM360 dashboard. It can also be requested directly through EM360@gbhem.com. Once your formation plan is completed you will upload it to share with your DS.

We suggest using the SMART model for setting your objectives:

- S** Simply and specifically stated desired outcomes and strengths you want to create
- M** Measurable/observable indicators of change
- A** Achievable in the near horizon (e.g., 12 months)
- R** Relevant, worthy, and meaningful to you and others
- T** Timely for congregation and pastor

The **EM360 Formation Plan Template** provides a framework for shaping a meaningful plan aligned with congregational needs, and incorporating SMART goals. As you draft your Formation Plan, keep in mind the pastor's strongest dimensions of effective ministry and KSAPs, as well as dimensions noted as ripe for growth. Remember also to identify where the congregation can best contribute to effective ministry.

Report to the S/PPRC

Once you've drafted your **EM360 Formation Plan**, the EM360 Team needs to agree on how to share it with the S/PPRC.

What are our key considerations for communicating with the S/PPRC and the congregation? What makes sense to share from the **EM360 Assessment Results**? How will we share our **Formation Plan**? How will we engage the congregation? What needs to happen for the congregation to take ownership and follow up on the congregational contributions we identified?

Pursue Vocational Growth & Ministry Effectiveness

In your **EM360 Formation Plan** you identified important actions and clarified follow-up dates and important indicators of change. Attend to those actions with prayerful consistency.

Thank you for your commitment to this process and for investing in your pastor's and congregation's ongoing formation and ministry.