Assessing Your Restoration Potential

Return Resource Kit
Restoring Churches to the Heart of God
Assessment Contents

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Assessing Your Restoration Potential

Why do we need intentional interim pastors? I am observing that we are passing along unhealthy, dysfunctional patterns in church life from one pastoral ministry to the next. Instead of solving problems in the church, the congregation changes pastors.

—Peter Mason, CBA Northeast

The skills, personality, and gift mix of the interventionist vary from person to person. Together with emotional/spiritual health, this mix is important for a successful restoration pastor. The inventories below are simple self-assessment tools designed to get the potential restoration specialist, or interim pastor, to consider whether or not he or she has the necessary skills, personality/emotional energy, and gifts to do the task of restoration ministry.

Included in the inventory are behavioral questions designed to promote self-evaluation in three areas. The first part contains questions related to eight restoration skills. While these are not the only skills an interventionist uses, they are particularly important for the restoration process. The second part is made up of questions related to personality and passion. They will help the potential restoration specialist assess whether or not he or she has the needed emotional energy and personality to do the job. The third and final set of questions relate to spiritual gifts that are often part of a restoration specialist’s gift mix.

The inventories are not scientific. They are designed to promote honest reflection about one’s abilities as an interventionist. Take each inventory honestly, basing your answers on a realistic ministry situation. For the skills section, base your answers on your last ministry assignment that most closely represents restoration ministry. For the emotional energy section, and the gifts survey, base your answers on your most current ministry setting.

Instructions for the Skills Section

As you consider each statement in the skills and personality sections, check the number on the continuum that most accurately reflects reality in your last ministry experience that most closely represents the work of restoration. Check 1 if the statement on the left reflects you perfectly. Check 5 if the statement on the right reflects you perfectly. Try to avoid 3’s if at all possible. Be as honest as possible. Add the totals up for each section and place your answers on the graph at the top of pg. 13. See the example below:

1. I have been forced to ignore a serious sin issue in the life of a leader or staff person to protect the church.  
   1 2 3 4 5  
   I have addressed a serious sin issue in the life of an important leader or staff person even when it’s hurt the church.
Conflict and Conflict Resolution
Able to address conflict biblically

1. I find properly handling conflict a frustrating, difficult, and nearly impossible task.  
   1 2 3 4 5
   I have been fairly successful in my current ministry at handling conflict and find it a rewarding experience.

2. I have difficult, unresolved conflict, in my ministry that I have not been able to get to and probably never will.  
   1 2 3 4 5
   I have attempted to resolve all known conflicts in my current ministry, even at great personal expense.

3. I choose to ignore some potential or existing conflicts on occasion for a variety of very good reasons.  
   1 2 3 4 5
   I investigate potential conflicts at appropriate times when I become aware of them.

4. While I desire to make things right, sometimes I give up trying to encourage others to reconcile.  
   1 2 3 4 5
   I have sought to make things right when I have offended others and strongly move others towards reconciliation.

5. When I have conflict, sometimes I get so hurt that it is hard for me to avoid responding harshly or walking out on conversations.  
   1 2 3 4 5
   When I am attacked by those with whom I have conflict or disagreement I am usually able to control my tongue

Total: Conflict

Confronts Sin/Accountability
Able to hold others accountable

1. I know of certain sin issues that hinder our ministry’s health but I do not have the energy to confront them now.  
   1 2 3 4 5
   I have been able to address all known sin issues critical to the health and life of our ministry.

2. I sometimes allow the members of my leadership team to slack off and not complete assignments.  
   1 2 3 4 5
   I work to make sure our leadership team addresses the issues they say they will address.

3. I have been forced to ignore a serious sin issue in the life of a leader or staff person to protect the church.  
   1 2 3 4 5
   I have addressed a serious sin issue in the life of an important leader or staff person even when it’s hurt the church.

4. I have felt uncomfortable about practicing church discipline regularly in my ministry so it is rarely, if ever, done.  
   1 2 3 4 5
   I have attempted to practice biblical church discipline regularly in my ministry.

5. I am concerned about what any kind of public confession would do to my ministry. People cannot be trusted with that information so we rarely confess sin in public.  
   1 2 3 4 5
   I have confessed my own sin publicly and encourage others to do so as well, when appropriate.

Total: Confronts Sin
Faces Historical Issues
Gets at the root of the problems

1. It has taken me a long time to discern the lingering issues in my congregation and who the power people are.
   1 2 3 4 5
   I have a good handle on the current problems in my ministry.

2. Our church’s history has no bearing on the current life of the church.
   1 2 3 4 5
   I feel that I understand how my church’s history currently affects the life of the congregation.

3. I am unaware of how the family backgrounds of key lay people affect their current ministry in our church.
   1 2 3 4 5
   I am keenly aware of family systems at work in the key people in our church.

4. I have sometimes been taken by surprise, and blind sided, in church when people behaved in unusual ways.
   1 2 3 4 5
   I have rarely been taken by surprise and blind sided in my church when people have behaved in unusual ways.

5. I am better at accepting others as they are than discerning patterns of behavior that indicate deeper issues in their lives.
   1 2 3 4 5
   I constantly look for patterns of behavior in lives—deceit, anger, abuse—that hint at deeper issues.

Total: Historical Issues

Powerbrokers
Able to work with influencers

1. I tend to avoid those people who are difficult for me to handle.
   1 2 3 4 5
   I work hard to build relationships with difficult, influential people in my church.

2. I have not felt it necessary to include influential, non-board members in on the decision-making process.
   1 2 3 4 5
   I normally ask influential people their opinions prior to making a critical or potentially unpopular decision.

3. I usually ignore destructive power in our congregation, since addressing it often does more harm than good.
   1 2 3 4 5
   I have regularly confronted a person’s destructive use of power with the truth about its effects.

4. I feel that long-term members who leave should be allowed to retain their membership for some time.
   1 2 3 4 5
   I look for opportunities to allow negative influencers to leave the church and purge membership roles.

5. I have been hindered by serious inner turmoil when confronted by a very powerful congregant.
   1 2 3 4 5
   While I feel inner turmoil when a powerful congregant attacks me, I can work above it.

Total: Powerbrokers
## Takes the Initiative

**A self-starter**

<table>
<thead>
<tr>
<th></th>
<th>Takes Initiative</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>In a complex situation, I am better suited to being told where to start rather than figuring it out on my own. 1 2 3 4 5</td>
<td>I am able to enter a complex organizational system and know where to start to work within it.</td>
</tr>
<tr>
<td>2.</td>
<td>I get tired of trying to solve organizational and relational problems. 1 2 3 4 5</td>
<td>I am energized by problem solving and figuring things out.</td>
</tr>
<tr>
<td>3.</td>
<td>I get depressed when the challenge appears too great to overcome. 1 2 3 4 5</td>
<td>I enjoy a challenge—the bigger the better.</td>
</tr>
<tr>
<td>4.</td>
<td>I normally play it safe. 1 2 3 4 5</td>
<td>I am a natural risk taker.</td>
</tr>
<tr>
<td>5.</td>
<td>I am better suited to maintaining existing systems or running day-to-day operations. 1 2 3 4 5</td>
<td>I frequently start new things or make existing things better.</td>
</tr>
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</table>

**Total: Takes Initiative**

## Relational Capacity

**Relationally warm, approachable, and engaging with others**

<table>
<thead>
<tr>
<th></th>
<th>Relational Capacity</th>
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</thead>
<tbody>
<tr>
<td>1.</td>
<td>I tend to be more of a loner. 1 2 3 4 5</td>
<td>I am a people person.</td>
</tr>
<tr>
<td>2.</td>
<td>I don’t care if people trust me or not. I have a job to do and I’m going to do it. 1 2 3 4 5</td>
<td>I try to earn people’s trust by listening and seeking to understand them.</td>
</tr>
<tr>
<td>3.</td>
<td>I have a hard time making close friends with a lot of people. 1 2 3 4 5</td>
<td>I make friends easily.</td>
</tr>
<tr>
<td>4.</td>
<td>People don’t always feel comfortable sharing their problems with me. I’m not the counselor type. 1 2 3 4 5</td>
<td>People feel comfortable sharing their problems with me.</td>
</tr>
<tr>
<td>5.</td>
<td>I rarely enjoy small talk. Deep conversation is more my style. 1 2 3 4 5</td>
<td>I find it easy to make small talk and I can also have deep conversations.</td>
</tr>
</tbody>
</table>

**Total: Relational Capacity**
### Able to Lead and Visionize
People are willing to follow your leadership

1. Casting vision is difficult for me. I’m better at carrying out existing vision.  
   - 1 2 3 4 5  
   - I am able to cast vision easily and naturally.  

2. I am better at explaining and carrying out existing proposals that enhance the organization of the church.  
   - 1 2 3 4 5  
   - I am better at making and carrying out new proposals that are difficult to achieve.  

3. I feel more comfortable being the second in command or managing things.  
   - 1 2 3 4 5  
   - I feel more comfortable leading and being in charge than following.  

4. I have one primary way I lead people, and I don’t feel really comfortable leading in other ways.  
   - 1 2 3 4 5  
   - I lead in a variety of ways and with a variety of styles and I feel comfortable doing so.  

5. People sometimes question my leadership ideas and leave me alone to do things myself.  
   - 1 2 3 4 5  
   - People are normally willing to follow me when I lead them even if they question my ideas.  

**Total: Able to Lead and Visionize**

### Empowering Others
Able to equip and release people into ministry

1. Training leaders is not something I frequently do.  
   - 1 2 3 4 5  
   - I normally train leaders.  

2. I avoid giving ministry to people if it involves a potential risk of failure.  
   - 1 2 3 4 5  
   - I attempt to give ministry to people, even if they have the potential to accomplish less than I could.  

3. I am concerned when people go outside the church to do ministry, as it depletes the manpower needed within the church.  
   - 1 2 3 4 5  
   - I encourage people to do ministry outside the church even if it depletes the manpower we need to run existing programs.  

4. I feel that a person shouldn’t be given ministry responsibility before they are completely ready for it.  
   - 1 2 3 4 5  
   - I am willing to take the heat for a mentoree’s failure if I have released him or her to serve.  

5. I am more comfortable with ideas that have a proven track record than with new ideas that are untested.  
   - 1 2 3 4 5  
   - I am more open to new ideas and creative thinking even if there is no proven track record.  

**Total: Empowering Others**
The Restoration Pastor—Part 2 (Personality & Emotional Energy)

Personality, Passion, and Emotional Energy
The second part of the Assessing Your Restoration Potential inventory involves personality and emotional energy. Answer the questions using your last ministry setting. There are no right or wrong answers. The format is identical to the skills section. Put your total score on the bottom of pg. 9. Divide that by 5 and put it in the box on the bottom of pg. 13.

1. When in the midst of big conflicts, I feel like I've been hit by a train because the resolution process is so draining.
   | 1 | 2 | 3 | 4 | 5 |

2. I am regularly moody and those mood swings can make my ministry more difficult than normal.
   | 1 | 2 | 3 | 4 | 5 |

3. I do not enjoy the problem solving facets of ministry.
   | 1 | 2 | 3 | 4 | 5 |

4. I have a hard time functioning when I am dealing with others criticism of my person or ministry.
   | 1 | 2 | 3 | 4 | 5 |

5. I prefer, and work best in, a stable, steady, relaxed, pressure-free work environment.
   | 1 | 2 | 3 | 4 | 5 |

6. I am a low-energy person. I have a little difficulty handling long hours and a fast-paced schedule.
   | 1 | 2 | 3 | 4 | 5 |

7. I am not normally inclined to analyze things. I just go with the flow. When forced to analyze, I get emotionally tired.
   | 1 | 2 | 3 | 4 | 5 |

8. I get easily frustrated when things constantly change. I am better at keeping a good thing going.
   | 1 | 2 | 3 | 4 | 5 |

9. I take my time in accomplishing important goals, especially when they relate to the direction of the church.
   | 1 | 2 | 3 | 4 | 5 |

10. I get very emotionally involved in difficult relational and organizational issues.
    | 1 | 2 | 3 | 4 | 5 |

11. I have a hard time making decisions that displease important people, especially when it may mean losing friends.
    | 1 | 2 | 3 | 4 | 5 |

12. I hate to be blamed for problems, especially ones of which I am not the ultimate cause.
    | 1 | 2 | 3 | 4 | 5 |
13. I have a hard time thinking clearly or acting wisely when under significant pressure.


15. It is stressful for me to realize that when others finally figure out what is going on, they may perceive my leadership behavior as manipulative.

16. I am a managerial leader. My leadership is normally steady and comforting.

17. I am the accommodating type. I am very willing to go along with those who have different ideas when those ideas have good merit.

18. I am more of a pessimist and find myself frequently coming up with reasons why something won’t work. I am a “glass-is-half-empty” type of person.

19. I am a purist. I prefer to convince others of the rightness of my position. I find it difficult to compromise some of my ideals.

20. I am more of a loner and often feel drained by the relational demands of ministry.

21. I am laid back, even in hectic times.

22. I can easily live without great responsibility.

23. I often work with people who have a lower level of experience or expertise than I have.

24. For various reasons, I sometimes find it hard to put myself under the authority of my peers or leaders.

25. I do not feel that compelled to lead even though my gifts and skills lend themselves to leadership.

I can think clearly and act wisely when under significant pressure.

I enjoy change and the different relational and ministerial environments it affords me.

I can relax realizing that others may perceive me as manipulative because of some leadership action I took that they didn’t initially understand.

I am an inspirational leader. People are inspired and/or motivated by my leadership style.

I am quite convincing and I am frequently able to persuade those who disagree with me to see the merits of my position.

I am realistically optimistic even in very complex and difficult situations. I am a “glass-is-half-full” type of person.

I am able to work relationally to gain appropriate consensus even in the midst of some very complex decisions.

People enjoy being with me and tell me so. I am energized by the presence of a large crowd.

I am persistent, even in hectic times.

I feel exhilarated when given the authority to accomplish significant change or exert significant influence.

I actively pursue those who are more accomplished and gifted than I am.

I am held accountable regularly for my behavior and spiritual life by my peers.

My skills and gifts cause me to feel compelled to take leadership.

Total: Personality, Passion, and Emotional Energy
The Restoration Pastor—Part 3 (Spiritual Gifts)

Spiritual Gifts

While there are a variety of spiritual gifts that make up the spiritual arsenal of the restoration pastor, six are frequently part of the interventionist’s gift mix. Those six gifts include leadership, teaching, exhortation, administration, faith, and discernment. Determining the degree to which an interventionist moves within these six gifts can signal potential effectiveness as well as make one aware of the type of support staff necessary to adequately complete a restoration pastorate. Identifying only six of the many spiritual gifts is not intended to suggest that other gifts are unimportant or insignificant to the cause of restoration. This is especially true if you have the gift of pastor/shepherd. These six gifts simply appear repeatedly in the gift clusters of those who are effective change agents in local churches.

The following gift questions and their corresponding explanations comes from Discovering Your Ministry Identity by Paul Ford, published by ChurchSmart Resources. It is used with the permission of the author.

Instructions: For each statement, mark the box for the description that best applies to your life.

<table>
<thead>
<tr>
<th>Always 3</th>
<th>Frequently 2</th>
<th>Sometimes 1</th>
<th>Never 0</th>
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</table>

1. When I speak out of or provide leadership, people usually listen, agree, and follow my input or guidance.

2. I like to study the Bible in such a way that I find personal application in what I am studying.

3. I have a great desire to offer encouragement and direction to those who are troubled, distressed, or making important life decisions.

4. I find enjoyment working out the details necessary to organize people and resources for a more effective ministry.

5. I have believed that God can accomplish the impossible and have seen it happen in a tangible way.

6. When counseling a person, I can identify a problem correctly.

7. I enjoy inspiring and leading others for the sake of Christ’s work.

8. I enjoy communicating biblical truth to others and seeing growth in their knowledge of the Christian faith.

9. I feel deep concern for the spiritual welfare of Christians who are in a crisis.

10. I have an ability to see the “big picture” of a project and can coordinate others who only see various parts.

11. I have had great dreams and aspirations which have turned into reality despite the unlikelihood of accomplishing them.

12. I often sense the presence of good or evil in a person.
13. Though it may be difficult, I would be very willing to take charge in a situation where someone in the church needs to be disciplined.

14. Others tell me they gain new insight into biblical truth as a result of my leading a Bible study.

15. I enjoy sharing God’s promises from Scripture as a means of encouraging others.

16. When faced with a complex problem, I am able to isolate the heart of the problem and take steps to resolve it.

17. I have the capacity to believe in the fulfillment of God’s plans beyond normal or probable expectations.

18. I seem to know when a situation is not right spiritually or morally.

19. I enjoy providing oversight and direction for a group’s follow-through on its spiritual goals and objectives.

20. I have shared biblical truth with others in a way they have found meaningful and helpful.

21. I seem to have the ability to see how the Lord is working in people’s lives, even in times of trial.

22. I can work under pressure to accomplish established goals and objectives.

23. I exhibit confident trust in God despite apparent obstacles and increase the vision and trust of others in the Body.

24. I can distinguish between works of the flesh and the fruit of the Spirit.

25. People seem to look to me for leadership when I am in a group.

26. Teaching others the biblical truths I have learned through Bible study is very satisfying to me.

27. When I talk one-to-one with people, it frequently spurs them to take some positive action.

28. People seek me out when they need guidance for planning and managing a particular task related to ministry.

29. I confidently expect God to respond to situations I have committed to Him in prayer.

30. Others in the church have confirmed that I can “sense” the motives of a person’s heart.
Explanation of the Gifts

Leadership
The supernatural ability to provide overall vision for the body of Christ and provide direction for others in such a way that they willingly follow and work together. Leaders are often able to see the final picture of an undertaking in advance. The gift of leadership involves both the vision and the people who carry out the vision. Leaders lead. They take charge.

Teaching
The supernatural ability to communicate clearly and accurately the truths of the Bible in such a way that people learn. Uses the Bible effectively to instruct, reprove, correct, and train the members of the Body. Teachers are able to give clear biblical insight into dealing with life situations.

Exhortation
The supernatural ability to encourage, comfort, challenge or rebuke others to action in such a way that they respond. The gift of exhortation motivates people to practical application of a specific biblical truth. Those with the gift of exhortation offer specific and practical guidance for others’ spiritual lives.

Administration
The supernatural ability to provide organization for the goals of the body of Christ by designing and carrying out an efficient plan of action. Administrators carry vision into reality by putting the details into a plan of action. Their focus is on the details of vision, part by part, rather than the “big picture.”

Faith
The supernatural ability to trust God with extraordinary confidence, knowing that He will work out His purposes in every situation. Those with the gift of faith are willing to carry out God’s will in the midst of enormous difficulties or barriers.

Discernment
The supernatural ability to determine whether a certain action has its source in God, man, or Satan. Those with the gift of discernment are able to discern the source of a message or special word. Often, they are able to sense a person’s spiritual motivation.
**Scoring the Skills Assessment**

After you have taken the skills assessment, add up the total score for each section and plot it on the graph below. Good restoration skills will measure between 18 and 25 on the graph. Compute your average and place it in the box on the left.

![Graph](image)

**Your Average Score:**

**Scoring the Personality, Passion & Emotional Energy Assessment**

After you have taken the personality assessment add up the total score (bottom of pg. 9) and divide by 5. Place the score in the box on the left. The graphic below will help you understand the meaning of your score.

**Your Total Score Divided by 5:**

- **21–25** No problem
- **16–20** Difficult but doable
- **12–15** Could be a draining experience
- **0–11** Probably not the best fit
The Restoration Pastor—Scoring

Scoring the Gifts Assessment

On the chart below, enter the numerical value of each of your responses in the box for the number corresponding to the statement from the questionnaire. Each box will receive a numerical value of 3, 2, 1, or 0. Add up the five numbers you have recorded in each row and place the sum in the “Total” column. When you are done, place a number from 1 to 6 ranking the gift according to its strength in your life.

Strong scores in three or four of the six gifts suggest that you have the necessary spiritual gifts to do the work of the restoration specialist.

<table>
<thead>
<tr>
<th>Statement Numbers and Value of Answers</th>
<th>Gift</th>
<th>Total</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Leadership</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Teaching</td>
<td>26</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Exhortation</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Administration</td>
<td>28</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Faith</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Discernment</td>
<td>30</td>
<td></td>
</tr>
</tbody>
</table>

What Do the Assessments Mean?

Emotional and spiritual health, skills, personality, and gifting all work together to create the effective restoration specialist. Consider the scores (pages 13-14) and the reflection exercises (pages 15-16) in this unit. Reflect on whether or not God has called you to do the work of restoration. Lower scores may not indicate that you would be ineffective, but rather they may indicate that you need greater coaching or you need to work in a team context. Low skill scores may mean you simply need more training or that there are emotional or spiritual issues that are hindering you from carrying out these needed tasks.

In addition, high or low scores may indicate a greater effectiveness for a certain type of restoration ministry. For example, low scores may mean you would do well in a healing environment while higher scores may indicate that you would do better in a conflicted setting.

Talk with your coach, supervisor, a close friend, or denominational representative about what these assessments tell you. Perhaps you are ready to start now and simply need the appropriate opportunity. Perhaps God is challenging you to make corrections in your life and skill mix before you take on the rigorous task of doing the work of restoration. Maybe you are not supposed to work in a restoration setting. On the next page are discussion questions that can assist you in debriefing the results of these assessments.
Reflection Exercise

- Which of the eight skills will you have to work on to be an effective restoration pastor?

- What are the strengths and weaknesses of your personality related to restoring?

- Do you have the energy and emotional health at this time in your life to take on a difficult ministry assignment? Why or why not? Is there anything that could currently hinder you from ministering effectively in this capacity (for example, the death of a spouse, a nervous breakdown, etc.)?

- Do your spiritual gifts, personality, and skills best lend themselves to restoration ministry? What types of restoration ministry would you do best? Here is a list of some of the types of churches you may encounter. Which one, or ones, fit your gifts, energy, and skill mix?

  - **Dying churches** — These churches are at the end of their life cycle. Dying churches either need to close their doors and restart or they need to shut down entirely. When a dying church restarts, they need an entrepreneurial leader who can function as a church planter.

  - **Grieving churches** — These churches are frequently ending a long period of successful ministry. Often a long-tenured pastor has left. The grieving church needs a caring restoration specialist who can exhort the church to move to the next stage of its ministry.

  - **Traumatized and wounded churches** — These churches have been wounded by a split, sexual infidelity at the leadership level, or conflict. They are not in the middle of the conflict, but need the compassion of a loving shepherd to help them work through the issues. The traumatized church may need a person who is patient and has a strong relational capacity.

  - **Split churches** — These churches are in the middle of a power struggle. They need a strong take-charge type of restoration specialist who is not afraid to deal with historical issues or confront powerbrokers to help them work through their problems.

  - **Unfocused churches** — These churches are in need of direction. They need a visionary who can empower God’s people to do ministry and discover what God has next for them. The restoration specialist may need to be an exhorter who takes initiative and leads.
What gifts will you lead with during a restoration project?

What kind of team do you need to best accomplish the tasks of restoration? Based on your assessments, what spiritual gifts and skills would they need to have?

What kinds of personal development projects would be important for you to become better qualified to do the work of restoration (for example, skill development, character development, counseling for personal issues, etc.)?

What one issue has the greatest potential of sabotaging your ability to do restoration?