



**Mission Study Report - 2023**  
**APPENDIX C: CLC LEADERSHIP ATTRIBUTES**  
**(CHURCH LEADERSHIP CONNECTION)**



**WESTMINSTER**  
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## Introduction

As a final means of capturing a consolidated view of the qualities and roles the congregation prefers for our next pastor, the MST utilized a list of leadership competencies and definitions developed by the Church Leadership Connection of PCUSA.

This list offers detailed descriptions of the varied arenas in which pastors may be expected to perform, integrating personal and interpersonal pastoral qualities into the relevant, and sometimes intersecting, pastoral roles.

A comprehensive list of each of the competencies and definitions that CLC provides can be found in the following pages.



## Leadership Competencies & Definitions

THEOLOGICAL/SPIRITUAL INTERPRETER	
<p><b>Compassionate</b> - Having the ability to suffer with others; being motivated by others pain and is called into action as an advocate; is motivated by caring for others while concurrently keeping the organizational goals clearly in focus.</p>	<p><b>Hopeful</b> - Maintains stability in the moment and hope for the future; provides direction, guidance, and faith when describing basic needs; and helps followers to see a way through chaos and complexity.</p>
<p><b>Preaching and Worship Leadership</b> - Is a consistently effective preacher and worship leader; is able to inspire from the pulpit; communicates a clear and consistent message through sermons that are carefully prepared and artfully delivered; projects the identity and character of the congregation through worship leadership presence.</p>	<p><b>Spiritual Maturity</b> - Shows strong personal depth and spiritual grounding; demonstrates integrity by walking the talk and by responding with faithfulness of purpose; is seen by others as trustworthy and authentic; nurtures a rich spiritual life; seeks the wisdom and guidance of appropriate mentors; is able to articulate a clear and consistent theology.</p>
<p><b>Lifelong Learner</b> - Individuals who use every experience in life as a potential tool for growth; one who pursues continuing education; and those who build on strengths and seek assistance to improve weaknesses.</p>	<p><b>Teacher</b> - creates learning environments where students are active participants as individuals and as members of collaborative groups; designs lesson plans that teach concepts, facts, and theology; effectively uses multiple learning tools to reach a wide variety of learners; revises instructional strategies based upon ministry/organization context.</p>

## INTERPERSONAL ENGAGEMENT

<p><b>Interpersonal Engagement</b> - Displays a consistent ability to build solid relationships of trust and respect inside and outside of the organization; engage people, organizations, and partners in developing goals, executing plans, and delivering results; use negotiation skills and adaptability to encourage recognition of joint concerns, collaboration, and to influence the success of outcomes.</p>	<p><b>Self-Differentiation</b> - Demonstrates strong and appropriate personal boundaries in relationships; has a healthy appreciation of self, without being egotistical; is emotionally mature; can maintain a less anxious presence in the midst of turmoil; is not overly dependent upon outside affirmation; works to build a strong personal support system.</p>
<p><b>Motivator</b> - Creates and sustains an organizational culture which permits others to provide the quality of service essential to high performance. Enables others to acquire the tools and support they need to perform well; and influences others toward a spirit of service and meaningful contributions to mission accomplishment.</p>	<p><b>Flexibility</b> - Adapts behavior and work methods in response to new information, changing conditions, unexpected obstacles, or ambiguity; remains open to new ideas and approaches; and works concurrently on related and conflicting priorities without losing focus or attention.</p>
<p><b>Initiative</b> - Demonstrates ambition is highly motivated; is action oriented and full of energy for things seen as challenging; seizes opportunity; pushes self and others to achieve desired results.</p>	<p><b>Bridge Builder</b> - possessing a certain responsibility for the unity of the congregation and or organization; works to connect people of different cultures, world views, and theological positions.</p>
<p><b>Personal Resilience</b> - Learns from adversity and failure; picks up on the need to change personal, interpersonal, and leadership behaviors; deals well with ambiguity; copes effectively with change; can decide and act without having the total picture; comfortably handles risk and uncertainty; seeks feedback; expresses personal regret when appropriate</p>	

## ORGANIZATIONAL LEADERSHIP

<p><b>Advisor</b> - An individual others turn to for counsel and guidance; provides coaching; expertise for congregations or other organizations.</p>	<p><b>Contextualization</b> - The ability to assess accurately the context, environment, history, relationships and uniqueness of a congregation or organization.</p>
<p><b>Externally Aware</b> - Identifies and keeps informed of the polity of the church and/or the organization; maintains current with laws, regulations, policies, procedures, trends, and developments both internally and in the larger society.</p>	<p><b>Entrepreneurial</b> - Leaders that are creative in using resources; identifies opportunities to develop; is willing to take risks, initiates actions that involve a deliberate risk to achieve a recognized benefit or advantage.</p>
<p><b>Change Agent</b> - Having the ability to lead the change process successfully; anchoring the change in the congregation's/organization's vision and mission.</p>	<p><b>Culturally Proficient</b> - Having solid understanding of the norms, values and common behaviors of various peoples, including direct experience working in multiple cultural and cross-cultural settings.</p>
<p><b>Risk Taker</b> - Persons with the ability to take appropriate risk to accomplish needed goals; one who thinks outside the box and who is not afraid of challenging the status-quo.</p>	<p><b>Willingness to Engage Conflict</b> - Steps up to conflicts, seeing them as opportunities; reads situations quickly; good at focused listening; can identify common ground and elicit cooperation from others in crafting mutual solutions.</p>
<p><b>Task Manager</b> - Assures that effective controls are developed and maintained to ensure the integrity of the organization; holds self and others accountable for rules and responsibilities; can be relied upon to ensure that projects within areas of specific responsibility are completed in a timely manner and within budget; and monitors and evaluates plans, focuses on results and measuring attainment of outcomes.</p>	<p><b>Decision Making</b> - Makes effective decisions, balancing analysis, wisdom, experience, and judgment; is aware of the long term implications of choices made; is generally regarded as offering solutions and suggestions that are correct and effective.</p>
<p><b>Organizational Agility</b> - Is astute about how congregations and/or organizations work; knows how to get things done through formal and informal channels; understands the importance of supporting good policy, practice, and procedure; appreciates the power in the culture of a congregation; is politically savvy.</p>	<p><b>Financial Manager</b> - Deliver results by maximizing organizational effectiveness and sustainability through the best use of available financial resources; allocates and manages finances transparently; implements strategies to achieve operational efficiencies and value for money; puts in place rigorous and comprehensive financial accountability systems.</p>

### ORGANIZATIONAL LEADERSHIP (CONT')

<p><b>Strategy and Vision</b> - Sees ahead clearly, keeping focused on the larger picture; can anticipate future consequences and trends accurately; is future oriented; casts a compelling and inspired vision for a preferred future; sees possibility; crafts breakthrough strategies.</p>	<p><b>Funds Developer</b> - Maintains the ability to solicit donations used to fund the budget of the organization; effectively expresses the needs for funds to potential donors; responsible for adding new potential donors to the organization's contact list; prepares statement of planned activities and enlists support for mission initiatives.</p>
<p><b>Collaboration</b> - Has a natural orientation toward getting people to work together; shares wins and successes; fosters open dialogue; lets people finish and be responsible for their work; creates strong feelings of belonging among group members; is a good judge of talent and can accurately assess the strengths and limitations of others.</p>	

### COMMUNICATION

<p><b>Communicator</b> - Advances the abilities of individuals and the organizations through active listening supported with meaningful oral and written presentation of information.</p>	<p><b>Bilingual</b> - Having the ability to use two languages, especially with equal or nearly equal fluency; able to use multiple languages in communication.</p>
<p><b>Public Communicator</b> - Demonstrates a comfortable ease when speaking in a variety of settings (both small and large groups); is effective at addressing a variety of topics; can get messages across with the desired effect.</p>	<p><b>Media Communicator</b> - Has experience developing materials for a variety of written or multimedia forms of communications (print, Internet based, social media, etc.)</p>
<p><b>Technologically Savvy</b> - The ability to navigate successfully the world of technology using software, blogging, multimedia, and websites as tools for ministry.</p>	