

THE MINISTRY MATCH FOURTH EDITION

Definition Booklet

Ministry Match - Fourth Edition, © 1997 - 2014 Center for Church Effectiveness, Inc.

Table of Contents

UNDERSTANDING YOUR APPROACH TO MINISTRY	1
TEMPERAMENT	2
ROLE.....	4
LEADERSHIP STYLE	5
PARTICIPATION INDEX.....	6
UNDERSTANDING YOUR MINISTRY GIFTS.....	7
UNDERSTANDING YOUR MINISTRY VALUES	10
HOW TO READ THE MINISTRY MATCH REPORT	15

UNDERSTANDING YOUR APPROACH TO MINISTRY

This section of the Ministry Match assesses the major personality traits that significantly impact how an individual will apply their gifts in an attempt to achieve their values.

Each one of us thinks and acts differently from everyone else in the world. No two of us see the world in exactly the same way. Sometimes the hardest thing to do is to accept the differences of another person. Understanding other people's approach to life and ministry can help us remember that differences are not wrong, just different. There is no "right" personality, only right behaviors and motives. Sometimes we judge another person's natural approach to life, believing that it demonstrates an attitude, when in fact it is simply the way God made them. If we decide that person's approach toward life is wrong, we may actually be de-valuing God's creative genius.

There is no question that this area is very difficult to assess. On any psychometric test, there is a risk that the person may either intentionally or unintentionally distort their answers. When we assess a person's personality traits, the risk is even greater, since people sometimes try to present a personality that they wish or believe they have rather than answering with the truth.

Understanding how a person approaches relationships and tasks gives us crucial information about how that person will probably behave in specific situations and how he or she will interact with others. Hiring a candidate who has the right theology, but whose personality "grates" against the established culture can turn out to mean disaster for both the candidate and the organization.

There are four personality constructs the Ministry Match assesses in relation to one's approach to ministry:

1. **Temperament** - a variety of characteristics addressing the way an individual responds to life situations;
 2. **Role** - what part an individual wants to play in any given project or ministry setting;
 3. **Leadership Style** - what tool(s) an individual uses to impact and lead others; and
 4. **Participation Index** - how active a person is in a leadership situation.
-

TEMPERAMENT

Your Need for Social Interaction

Innergized: You get your energy by spending time alone. You think about things by internal reflection and processing. You need an office with a door that closes, and you need time alone to "re-charge your emotional batteries" if you are to be effective in ministry.

Exergized: You get your energy by spending time with others. You "think about" things by discussing them with other people. You need opportunities to share ideas and to problem-solve with others, and you need time with people to "re-charge your emotional batteries" if you are to be effective in ministry.

Your Approach Toward New Situations

Detail: You look for facts and realities as you approach new situations. You are practical, realistic, and down-to-earth. You are good at figuring out the steps in a process. This ability allows you to collect facts and to develop or manage practical processes rather than to dream about the possibilities.

Big-Picture: You look for ideas and possibilities as you approach new situations. You are innovative and visionary. You are good at figuring out the goal in a process. This ability allows you to see the big picture and to come up with new solutions and ideas rather than to focus on realities and develop practical processes.

Your Corporate Orientation

Group: You are oriented toward the group rather than toward the individual person. You recognize that what is good for the group may sometimes hurt individuals. Your strength is your concern for the whole group, and you will fight for the group even if it means some individuals may be disenfranchised.

Individual: You are oriented toward the individual rather than toward the group. You recognize that a group is made up of individuals, and that if you lose the individuals, you also lose the group. Your strength is your concern for individuals, and you will fight for them even if it means the group may be less effective.

Your Interpersonal Characteristics

Logical: You take an objective, logical approach to making decisions. You may at times have been accused of being unfeeling or insensitive, even though you feel like you care about the other person. You let your head rule your heart, and you are better at evaluating rational alternatives to a situation than at identifying with another person emotionally.

Relational: You take a more subjective approach to making decisions. You may at times have been accused of being overly emotional about situations, even though you try to think through the options logically. You let your heart rule your head, and you are better at identifying with other people emotionally than at evaluating rational alternatives to a situation.

Your Need for Sequence and Planning

Adapter: You prefer to "go with the flow" and to adapt your actions to fit the circumstances. You tend to be very flexible when circumstances change. You need a ministry position which takes advantage of your ability to "shoot from the hip," rather than one which criticizes you for failing to plan adequately.

Planner: You prefer to plan carefully and stick to your plans if at all possible. You tend to be very thorough in thinking through everything that needs to be done and foreseeing possible problems. You need a ministry position which allows you to plan things carefully ahead of time, rather than one which requires you to do a lot of "shooting from the hip."

Your Need for Closure

Finisher: You have a need for closure - in decision-making as well as in the projects you are working on. The end of a task is more important to you than the process. You need the opportunity to finish the tasks you are working on, rather than having to hand them over to someone else when they are not quite completed.

Processor: You prefer to have things open-ended than to reach closure on everything you do. The process is more important to you than actually finishing a task. You need the opportunity to work on a number of tasks in process, rather than having to finish each one completely before going on to the next.

Your Level of Self-Assertion

Pro-Active: You have a tendency to initiate action rather than wait for someone else to do so. Waiting for problems to come up is not your style; rather, you tend to take action to prevent them before they happen. You experience frustration when you want to act and others are still waiting to see what comes up. You need a ministry where you are expected to be the initiator.

Responsive: You have a tendency to let someone else initiate action rather than taking over and doing it yourself. Pushing ahead to act is not your style; rather, you tend to wait and see what happens first. You experience frustration when others seem to expect you to hurry up and act when you aren't ready yet. You need a ministry where someone else can often be the initiator and you can then support them.

Your Need for Variety

Perseverant: You are especially good at sticking with long projects and following through on long-term commitments. You can stay on task, and keep others on task, for long periods of time without burning out or dropping details. You need a position which requires the ability to follow through long-term, rather than the ability to shift quickly from one project to another and to handle many tasks at once.

Flexible: You are especially good at handling many short tasks effectively. You can change tasks and focus over and over without feeling stressed. You need a position which requires flexibility and the ability to shift quickly from one task to another, rather than the ability to follow-through long-term.

ROLE

Any ministry project or process can be divided into five phases: design, prototype, implementation, refinement, management. Each phase differs in the demands it places on the person or people carrying it out. In addition, each of us has a preferred phase where we are most motivated to work. If we move (or are moved) to a phase other than our preferred one, we meet with de-motivation and become less effective and less fulfilled.

Conceptualizing: You specialize in the design phase of a project, thinking up new ideas and new approaches to ministry. You are an "idea person" who is most fulfilled by discussing the theoretical possibilities of the project, with little need for practical application. You will be most effective if you have a team who can help turn your raw ideas into concrete ministries.

Prototyping: You specialize in the second phase of a project, taking theoretical possibilities and turning them into realities. You are the person who can take an idea and make it work for the first time. You will be most effective if you do not have to keep your prototype going after it has been started, but can turn it over to someone else so you can start on a new idea.

Implementing: You specialize in the third phase of a project, using a model someone else has developed to implement a ministry task or process. You are the person who can take a known ministry project and get it done. You will be most effective if you have concrete examples of ministries which you can observe carefully and then implement, turning them over to others to refine and manage.

Refining: You specialize in the fourth phase of a project, moving into an existing ministry and improving it. You are the person who knows how to take a task or process which is already present and make it better. You will be most effective if you do not have to start new ministries, but are allowed to work to improve existing ministries, turning them over to others to manage.

Managing: You specialize in the final phase of a project, moving to an already excellent ministry and maintaining it with the same level of excellence long-term. You are the person who knows how to keep things running smoothly. You will be most effective if you are allowed to take over ministries which are already doing well and keep them on target.

LEADERSHIP STYLE

The concept of leadership style describes the way you impact others when you are in a position of leadership over them. Each of us chooses the tools we use to influence other people. Leadership style defines the tools you have chosen.

Directive: You impact others by using your authority and credibility to get them to do what needs to be done. You are a "tell-er," a directive leader who enjoys controlling your environment and leads by clearly stating what you want others to do and insisting that they do it.

Persuasive: You impact others by using your personality to persuade them to do what needs to be done. You have a great ability to promote ideas, skillfully inspiring or talking people into doing what you ask, even if you don't have the ability to make them.

Unifying: You impact others by using your ability to meet expectations to build unity and consensus. You value relationships deeply, and building and maintaining understanding and good will is very important to you. You prefer to build a unified group and let the group convince people to do what needs to be done.

Perfecting: You impact others by making sure they know what needs to be done, and then expecting them to do it. Doing things "right" is very important to you. You do what is right as an example to others, you give them information about what needs to be done, and then you expect them to do it without having to be told or persuaded.

PARTICIPATION INDEX

The participation index describes the amount of authority and responsibility you take on in your area of ministry. Each of us falls somewhere on the scale, and where we fall helps determine what kind of leaders we will be.

Prophet: You believe God has called you to be the leader of your area of ministry, and that He tells you the direction the ministry should go. Therefore, you feel almost entirely responsible for what happens in your area of ministry, and you assume most of the authority.

Coach: You believe God has called you to be the primary leader of your area of ministry, and that He directs you, and other leaders, in the direction the ministry should go. Therefore, you feel primarily responsible for what happens in your area of ministry, and you have significant authority there, but you also share that responsibility and authority with other leaders in the same area.

Teammate: You believe God has called you to be one of a number of leaders of your area of ministry, and that He directs you along with other leaders in the direction the ministry should go. Therefore, you share authority and responsibility equally with the other leaders in your area of ministry.

Assistant: You believe God has called you to serve other leaders in your area of ministry, and that He directs them in the direction the ministry should go, while at times directing you as well. Therefore, you give feedback regarding the ministry, and you help them do what they believe needs to be done, but you allow the other leaders to have the authority and responsibility in your area of ministry.

Steward: You believe God has called you to serve other leaders in your area of ministry, and that He directs them in the direction the ministry should go. Therefore, you help them do what they believe needs to be done, but you allow the other leaders to have the authority and responsibility in your area of ministry.

UNDERSTANDING YOUR MINISTRY GIFTS

This portion of the Ministry Match is intended to help you identify gifts God has given you which may be applied in various ministry positions. We believe God engineers this motivation in order to carry out His will. We are referring to functional expressions of God's creative genius being used in a way that honors His creativity and simultaneously serves others. If education, technique, or skill is applied to this giftedness, and if there is a corresponding value for this type activity, fulfillment and productivity will follow.

Please turn to your Ministry Match Report and locate your strongest ministry gifts. Although you may be gifted in many areas, your highest scores suggest your strongest areas of giftedness.

Preaching:	The ability to clearly and effectively present Biblical truth to large groups so that they are moved to agreement.
Teaching/Instructing:	The ability to communicate in work and life to groups of 20 to 100, with the result that persons effectively learn information and apply it to their lives.
Discipling/Mentoring:	The ability to change lives by modeling Christlikeness and coaching others to follow your example in small groups or individual relationships.
Interpersonal Communication:	The ability to relate and communicate effectively on a one-to-one basis, even with strangers.
Motivational Leadership:	The ability to influence others to accomplish tasks by inspiring, encouraging, and energizing them in a common direction.
Operational Leadership:	The ability to train and equip others to accomplish a task.
Managerial Leadership:	The ability to assess and utilize the abilities of others (who already know what to do and how to do it), and to delegate responsibilities to them to most effectively accomplish organizational goals.
Administrative Leadership:	The ability to plan processes; define, organize, and Follow-Through: The ability to continue to work on tasks and responsibilities until every aspect is completed with appropriate quality.
Strategic Planning:	The ability to anticipate future needs, to formulate strategies to accomplish those needs, and to follow your plans in an orderly fashion.

Financial Planning:	The ability to plan, prepare, or administer budgets for yourself or others, to manage money, or to use numbers and figures as tools for solving problems.
Promoting:	The ability to influence other peoples' ideas, thoughts, beliefs, or perceptions by suggesting, explaining, reasoning, or illustrating, in order to cause them to change their viewpoint.
Negotiating:	The ability to resolve conflict (whether potential or actual) among individuals or groups, and to guide them toward a solution that is acceptable to all concerned.
Technical Writing:	The ability to use accurate technical words to give directions, summarize procedures, or write concise reports, memos, or proposals, resulting in fruitful ministry.
Creative Writing:	The ability to use creativity in writing of many kinds, resulting in edifying others and glorifying God.
Problem Solving:	The ability to correctly diagnose the causes of problems and determine solutions to them.
Empathy/Identification:	The ability to see situations through others' eyes, to "feel with" them so that they "feel one with" you.
Counseling:	The ability to lead individuals to better understand themselves and make decisions that result in more Christ-like behavior.
Character Evaluation:	The ability to accurately assess other people's integrity, motives, character, or abilities.
Conceptualizing:	The ability to analyze, synthesize, and evaluate diversified information from many sources and to draw from it common concepts or unifying principles.
Creating/Innovating:	The ability to use your imagination to conceive and develop new and innovative ideas or concepts, services, or products, and to accurately predict people's responses to proposed ideas, events, or products.
Cross-Cultural Communication:	The ability to understand a different culture and language, build relationships, and communicate effectively with members of that culture.
Data Handling:	The ability to understand data-oriented facts and figures, to recognize their implications, and to explain these to others in written and verbal form.

- Evangelism:** The ability to clearly present the gospel with the result that persons frequently trust Christ as Savior.
- Expediting:** The ability to get things going, accomplish goals, and get them finished.
- Faith:** The ability to trust God in spite of the circumstances.
- Giving:** The ability to give beyond your financial means, trusting God to supply your needs.
- Musical Expression:** The ability to express one's thoughts and feelings through music in such a way that they bear fruit for Christ.
- Self-Management:** The ability to accomplish significant tasks effectively with little or no supervision.
- Serving/Helping:** The ability to significantly enhance the fruit of a team effort by submitting to the leadership and direction of others, and by working behind the scenes in a support position.

UNDERSTANDING YOUR MINISTRY VALUES

Ministry values are aspects of ministry which a person may regard as desirable or worthwhile. On the Ministry Match, we have identified 34 possible ministry values - values which are critical to having a fulfilling, productive work environment. Although most or all of these may be worthwhile or desirable to you, some will be at the top of your list. These will be the most motivating values for you (though not necessarily for someone else). Each person will move through life pursuing things that allow them to achieve their values and avoiding things that inhibit those values.

No value is better or worse than any other; however, in certain positions a certain set of values may be critical to success, while another position may require another set of values. What is important is to determine what your top values are (that is, what are those things you are **most** motivated to achieve), and then what values are needed for the position you are considering. If you find a close match, you will probably find the position motivating and fulfilling, and will therefore be more likely to succeed at it. If you do not find a match, it is likely that the position will not motivate you; in fact, it is very possible that it will frustrate you instead. The motivating potential of a position (and therefore your success in it) is greatly affected by whether or not your top values are attained.

Please turn to your Ministry Match Report and locate your strongest ministry values. Although you may have many values, your highest scores suggest the values which are most significant to you.

Accomplishing Goals: It is important for you to see your goals accomplished. You need to have the opportunity to set goals and to see regular progress on them. You are rarely happier than when you can look back at your week or month and spell out the goals you have completed and those you have made progress on.

Appreciation: It is important for you to feel appreciated for what you accomplish. You need a place where you are valued and are regularly encouraged that what you are doing is necessary and important. You are rarely happier than when you are recognized as having done a great job.

Autonomy: It is important for you to feel that you have freedom and independence in your work. You need to be able to work without close supervision, without feeling like someone is constantly "looking over your shoulder." You are rarely happier than when you can develop your own projects without having to answer to others.

Being in Charge: It is important for you to control the process of ministry. You are a natural-born leader, and you need to be the person who makes the final decision. You are rarely happier than when the buck stops with you.

- Competition:** It is important for you to be able to compete with others in your ministry. You are stimulated to do your best by competition, and you need that competition to make you more effective. You are rarely happier than when you have competed in a situation and won.
- Creating/Innovating:** It is important for you to be able to propose and/or implement new, creative ideas. You need to be appreciated for your ability to see things in innovative ways and to come up with creative solutions. You are rarely happier than when you are in an environment where creativity and innovation is appreciated.
- Cross-Cultural Ministry:** It is important for you to be able to minister to others from another culture. You need the opportunity to work with people who are different from you, overcoming cultural barriers. You are rarely happier than when you are at last able to break through and communicate to someone from another culture, and see them understand what you are saying.
- Designing/Creating:** It is important for you to be able design and create whatever ministries or projects you are working on. Creativity is a crucial aspect of your job, and you need to be able to start projects "from scratch." You are rarely happier than when you can design your own ministry.
- Developing Potential:** It is important for you to be able to see what can happen in a person or a ministry project and to make that happen. You need to be able to take something (or someone) that is not up to full potential and to help get it there. You are rarely happier than when you have taken a person (or project) to the point where they are achieving everything they are able to.
- Facility Administration:** It is important for you to be able to look after the facilities and grounds of a ministry. You need to be responsible for making sure the building and property are well maintained. You are rarely happier than when you can look at a facility and see that it looks beautiful and complements, rather than distracting from, the ministry.
- Feedback:** It is important for you to know what is expected of you. You need direction and regular feedback from others in order to be at your best. You are rarely happier than when you know exactly what you need to do and how you need to do it.
- Finance:** It is important for you to be involved in the finances of the ministry in which you are working. You need to be responsible for developing and/or managing your ministry budget and for keeping your ministry finances balanced. You are rarely happier than when working on the financial information for your ministry.

- Giving:** It is important for you to give of your money, time, and talent to the ministry you are working with or to people in that ministry. You need a ministry with lots of opportunities to give. You are rarely happier than when you have given to a ministry and then can see your gift at work in the lives of others.
- Hard Work:** It is important for you to be able to work hard and to see results from that hard work. You need to be valued for your ability to work at least as hard as anyone else. You are rarely happier than when you have put in long, hard hours and you see the fruit of that work in your ministry.
- Influencing/Impacting:** It is important for you to feel that you have had a significant impact on others. You need to be able to influence the decisions, actions, and fruitfulness of other people, and to have an impact on their lives. You are rarely happier than when you can look at other people and say, "They are better because I spent time with them."
- Meeting Needs:** It is important for you to be able to minister to other people and meet their needs. You need to be responsible to see what others need and to provide for those needs, whether physical, emotional, or spiritual. You are rarely happier than when you can look back and see all the people you have been able to help by responding to them and meeting their needs.
- Mobility:** It is important to you to be able to get out from behind a desk and do things. You need to be able to be "out and about" at least sometimes. You are rarely happier than when you do not have to be "cooped up" in an office, but can get out and do things or be with people.
- Musical Expression:** It is important for you to be able to minister to others through your musical gifts. You need to have the opportunity to express yourself through music so that others may be blessed and/or grow spiritually. You are rarely happier than when you hear that your musical gifts have ministered to others and have impacted them.
- Overcoming Challenges:** It is important for you to regularly feel challenged by what you do. You need to be faced with obstacles which you have to overcome. You are rarely happier than when you can look back and see how you have faced and overcome the difficulties which have confronted you.
- Performance:** It is important for you to be in front of groups of people performing. You need the opportunity to perform, whether by preaching, drama, music, or some other medium. You are rarely happier than when standing in front of a large group of people ministering to them through your performance.

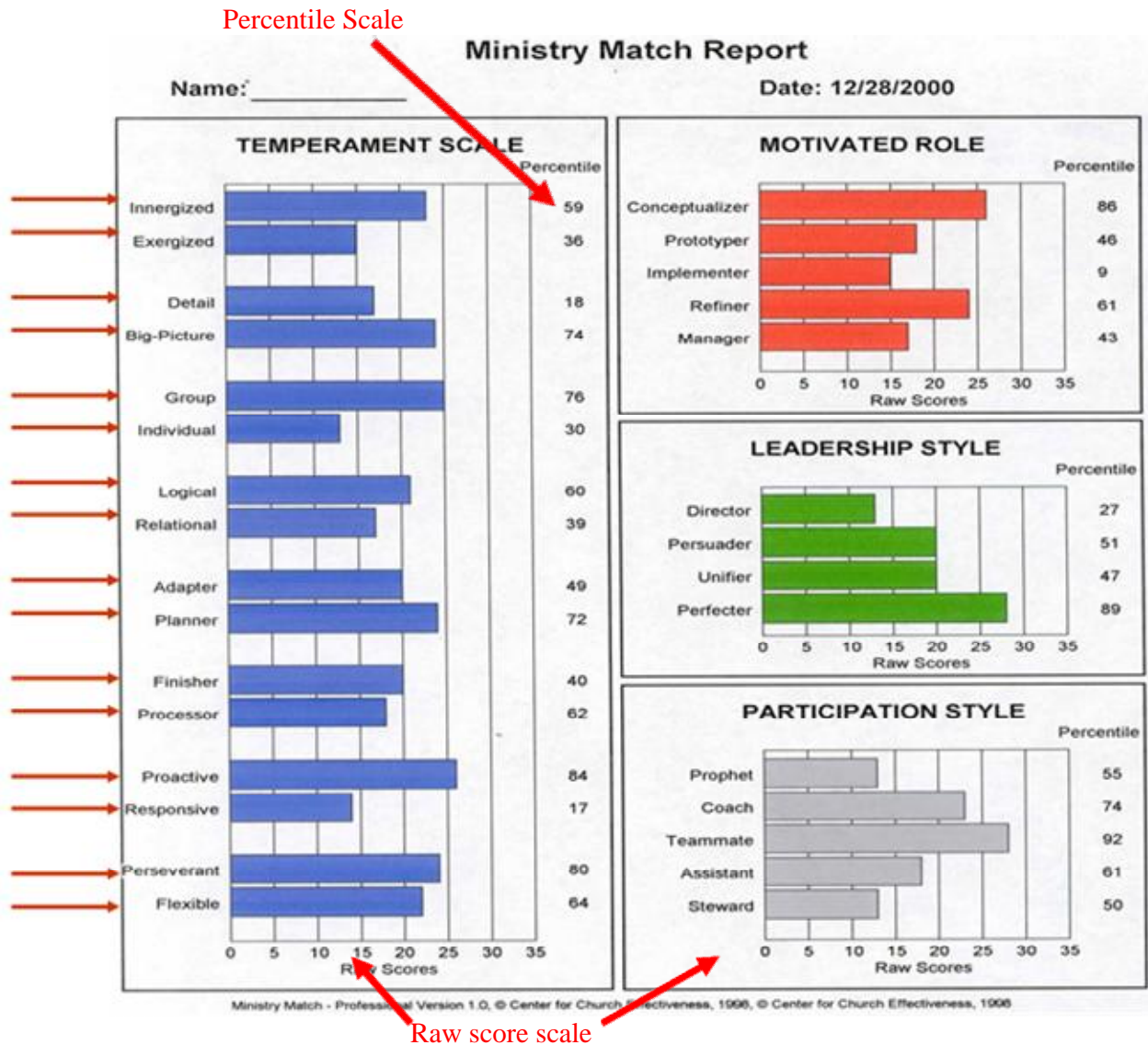
- Persuasion:** It is important for you to be able to use your persuasive skills to change people's minds. You need to have the opportunity to discuss things, to offer feedback, and to try to get others to agree with you. You are rarely happier than when, after a long discussion, someone says, "You know, I see your point, and I think you're right after all."
- Pioneering:** It is important for you to launch new ventures. You need the chance to take on brand new, never-before-accomplished tasks and see them launched. You are rarely happier than when trying a new ministry or ministry approach for the first time.
- Precision/Perfection:** It is important for you to be sure that everything you do and participate in is of the very highest quality. You need to have the chance to perfect whatever you work on. You are rarely happier than when you can look at something you've been involved in and say, "That is exactly right. It couldn't have been any better."
- Problem Solving:** It is important for you to frequently face problems which you must solve or help others solve. You need the chance to work through perplexing problems and come up with good solutions to them. You are rarely happier than when you are puzzling over and solving a problem someone brings you.
- Proficiency:** It is important for you to feel you are doing a **very** good job of what you do. You need to know that the quality of your work is excellent. You are rarely happier than when you look at what you have accomplished and know that you have done your very best and that what you have done is really good.
- Purpose:** It is important for you to know the mission and direction of the ministry you are involved in. You need to be sure that there is a purpose for what you are doing, and you need to know how what you do fits into the overall purpose. You are rarely happier than when you can clearly see where the ministry is going and how you are part of getting that accomplished.
- Research:** It is important for you to be able to do research that will educate and impact other people. You need to have a ministry that involves doing research work. You are rarely happier than when you are "buried in the books," studying.
- Risk:** It is important for you to know that you are taking some risks. You need to be involved in a ministry in which things are not always predictable, and in which you can't always determine the outcome in advance. You are rarely happier than when you have made a risky decision and ended up with positive results.
- Serving:** It is important to you to be able to help people. You need to have the

opportunity to use your skills and abilities to meet other people's needs. You are rarely happier than when you see that someone else is feeling or functioning better and more easily because you have been able to help them.

- Stability:** It is important for you to have a sense of security and predictability about your ministry. You need a place where you can be sure from day to day what you are going to do and that you are going to be provided for. You are rarely happier than when you can look at your week ahead and predict with some certainty what you will be doing.
- Supervising:** It is important to you to oversee the ministry or work of other people. You need the opportunity to supervise several others in your ministry. You are rarely happier than when you can look at what your team has accomplished and say, "They got that done because I was supervising them."
- Teaching/Training:** It is important for you to teach other people new things. You need the opportunity to train and teach, whether it be skills, abilities, or concepts. You are rarely happier than when you see the light go on in another person's eyes as they grasp what you've been teaching.
- Working with People:** It is important for you to be able to work around other people. You need the opportunity to interact with others and to spend much of your time with them. You are rarely happier than when surrounded with other people to whom you are ministering.
- Writing:** It is important for you to be able to write. You need a ministry where part or all of your communication is done through writing. You are rarely happier than when you have been able to minister to another through your writing.

HOW TO READ THE MINISTRY MATCH REPORT

The first page of the Ministry Match presents four constructs in graphic form. Focusing on the temperament construct on the left side of the page; this construct measures 16 items, which are listed in the left margin. These items are organized in pairs. The “raw score” for each item has a possible range between 0 and 35. You will see this raw score range across the bottom of the temperament graph. The length of the horizontal bar next to each item’s name shows the raw score for that item.

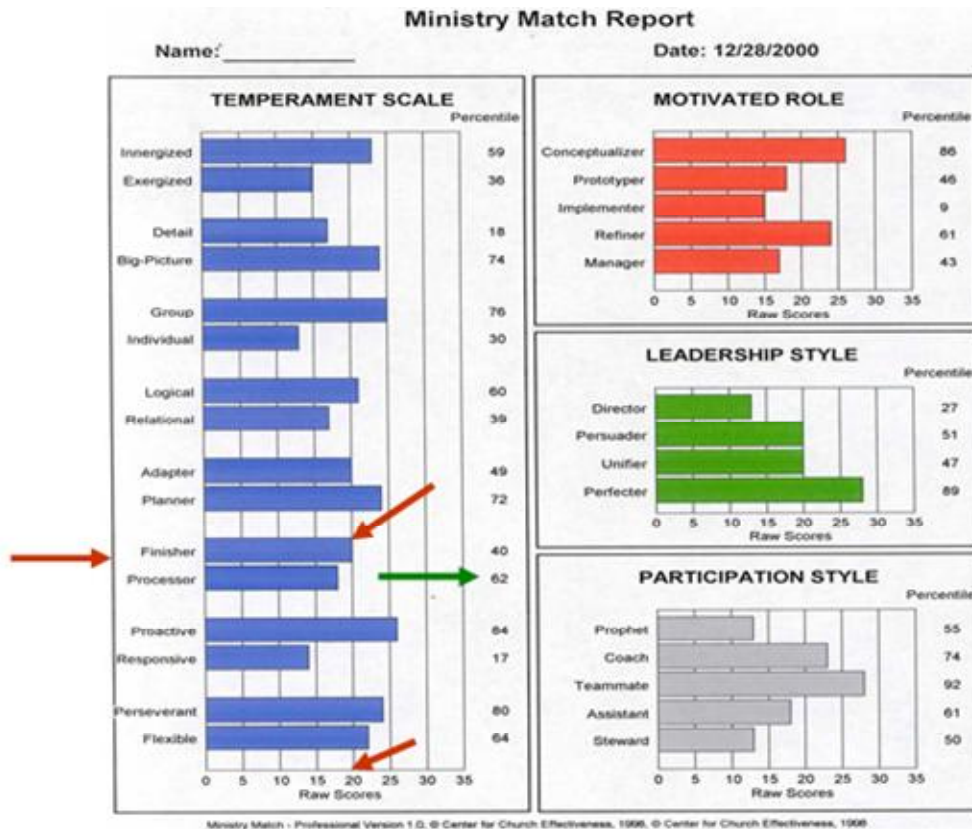


In the example shown, the raw score for “innergized” is 23 as seen by comparing the length of its bar to the X-axis scale. The raw score for “exergized” is 15.

In the vertical column to the right of the graph is a set of numbers titled “percentile”. These numbers allow you to compare this individual’s profile to other professional ministers (or to other lay leaders if the Lay Version is used.) This example shows the percentile score for innergized is 59%. This

means that the test taker was more innnergized than 58% of professional staff and that conversely 41% were more innnergized than this individual.

You might expect an item with a longer bar to have a higher percentile than an item with a shorter bar. However, because of the special group being “normed,” this is not always the case. Notice the items, finisher and processor. “Finisher” has a longer bar and a higher raw score, 20. But “processor” has a higher percentile. This is because of the special group, professional staff, which makes up the norm.



The following illustration may help you understand this. Suppose a person were asked “Which do you do best, throw a ball or kick a ball?” That person might think about their individual skills and answer, “Comparing myself with myself, I am better at throwing a ball.” Now I ask a second question, compared to professional baseball pitchers which do you do best, throw a ball or kick a ball? Now the person answers, “Comparing myself to this special group, I am better at kicking the ball than throwing it because throwing the ball is their specialty.”

Now, in the same way, raw scores compare a person’s ability to his or her self. In this illustration, the individual is better as a “finisher” than as a “processor” comparing his or her self with his or her self. However, the percentile compares the individual to other professional ministry staff (or other lay leaders if the Lay Version is used.) In this example, the individual is less of a “finisher” and more of “processor” than the normalized professional church staff.

When the Ministry Match is used for ministry leader placement, we almost always use the percentile rather than the raw score. When the Ministry Match is used for career planning and individual best

fit, more weight should be placed on the raw scores. The raw scores and percentiles of the otherconstruct pairs work the same manner.

The second page of the Ministry Match is somewhat easier to understand because only raw scores are used.



The Ministry Gifts and Ministry Values are prioritized from strongest to weakest using the raw scores. While the actual scores give some indication of strength, the order (top 10, middle, bottom 10) is often more appropriate to use in placement. We want to see where the gifts and values needed for a ministry position are located; in the top 5, the top 10, in the top half of all scores, or at the bottom.

The insight and understanding gained from the Ministry Match provides a comprehensive and inclusive portrait that is invaluable for anyone in ministry to discover their place and their ability to intentionally grow toward effective service in that ministry.