

Focal Points™

Sample Focal Points

2/19/19



Key Indicators

Overall Satisfaction

On the whole, I am satisfied with how things are on the board.

| | |
|------------------|-----|
| Clearly agree | 76% |
| On the fence | 24% |
| Clearly disagree | 0% |

Overall Energy

As a board, it seems we are just going through the motions of church activity. There isn't much excitement or energy about it.

| | |
|------------------|-----|
| Clearly agree | 0% |
| On the fence | 59% |
| Clearly disagree | 41% |

Effectiveness Trends

Compared to the effectiveness of the board in accomplishing our mission a year ago, I believe the board is now

| | |
|----------------|-----|
| Less effective | 0% |
| Same | 38% |
| More effective | 62% |

Top Three Priorities

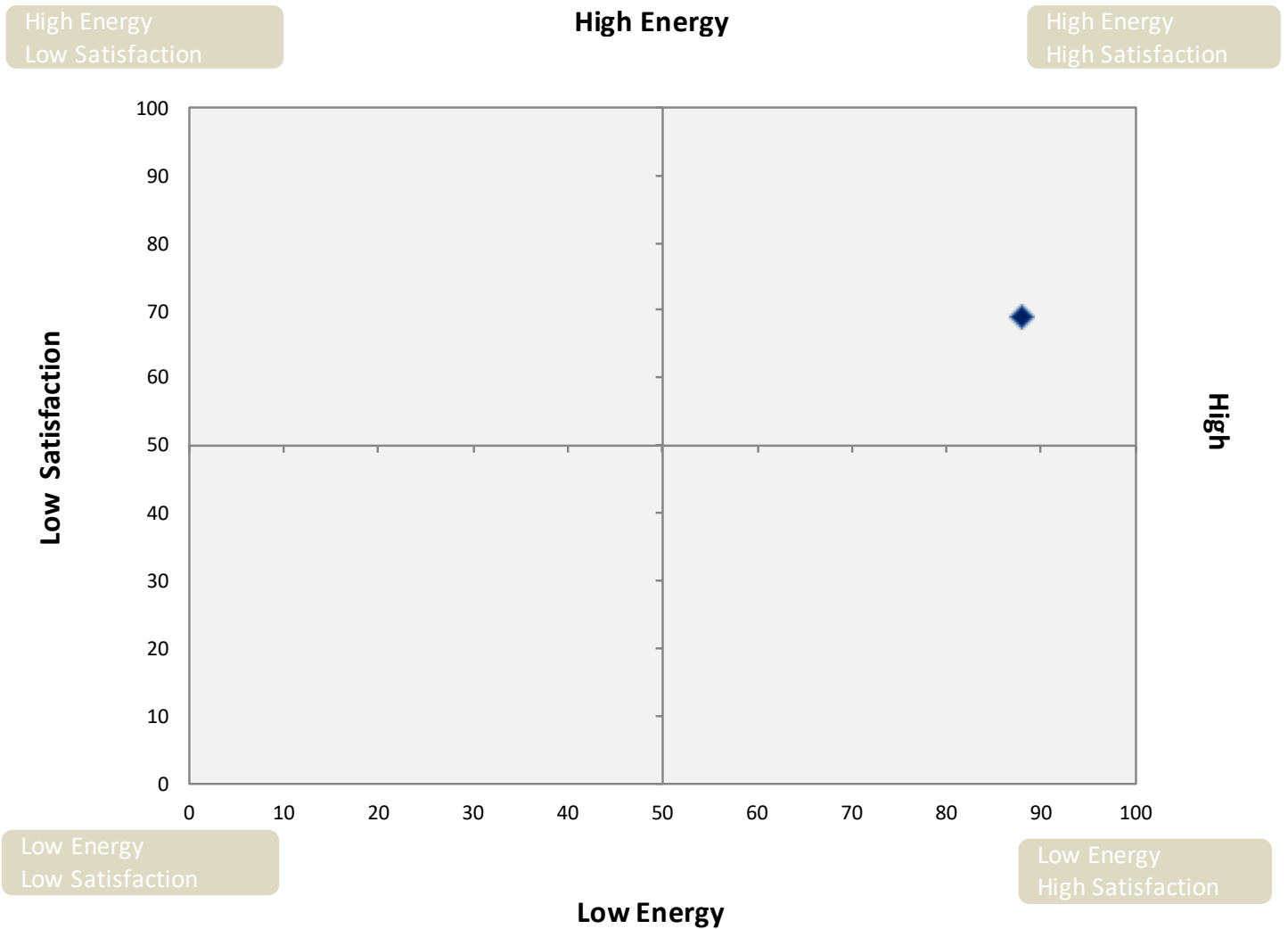
When asked what steps would most likely improve the effectiveness or quality of their work experience, board members indicated the following priorities:

| | |
|--------|--|
| First | Initiate a planning process to CLARIFY VISION AND DIRECTION. |
| Second | NETWORK with church boards in vital congregations to discover best practices. |
| Third | Develop more clarity regarding EXPECTATIONS of board members. |

Survey Process Statistics

| | |
|-----------------------|----|
| Number of respondents | 25 |
|-----------------------|----|

Energy-Satisfaction



The levels of satisfaction and energy have been found to be reliable indicators of the health and vitality of a board. There are four quadrants on this map.

The high energy-low satisfaction quadrant is the chaos quadrant. boards in this quadrant are often struggling to structure and channel their energy into a direction they feel good about.

The low energy-low satisfaction quadrant is the recovery quadrant. boards in this quadrant require major changes in order to regain a significant level of vitality and health.

The low energy-high satisfaction quadrant is the static quadrant. boards in this quadrant have normalized a low level of vitality in the church which enables them to be relatively satisfied.

The high energy-high satisfaction quadrant is the transformation quadrant. boards in this quadrant are sources of new meaning and purpose for their members. They may also serve as mentors to other boards.

Drivers of Satisfaction and Energy

What Is a Driver?

Not every question on the assessment is of equal importance to respondents. The more important questions are called drivers. A driver is a question that reliably predicts whether board members are having a more positive or more negative experience overall. If a respondent gives a higher score to a driver, it is very likely that he or she will also give a higher evaluation of his/her overall experience. If a respondent gives a lower score to a driver, it is likely that he or she will also give a lower evaluation of his/her overall experience. (On negatively worded drivers, the relationship is reversed; a higher score results in a lower score on overall satisfaction or energy.) The drivers of member satisfaction listed below are unique to your board. The level of importance for the question is noted in the column to the right.

Another way of saying it is that the drivers are the lens through which members are viewing and evaluating their overall experience. they color how board members see nearly everything related to the board. board members tend to feel best about their board experience when they feel positive in the areas identified by the drivers.

Drivers of Board Satisfaction

Members of your board tend to feel more satisfied about their overall board experience when they feel positive in the following areas:

Importance

| | | |
|-----------|---|-----------|
| Driver #1 | There is a healthy tolerance of differences among members of our board. | Very high |
| Driver #2 | Serving on this board encourages my development as a leader in the church. | Very high |
| Driver #3 | I know what is expected of me in my role as a board member. | Very high |
| Driver #4 | We adapt our work to meet the different needs of our board members (schedule, lifestyle, gift mix). | Very high |
| Driver #5 | I feel free to express my views in our meetings. | Very high |

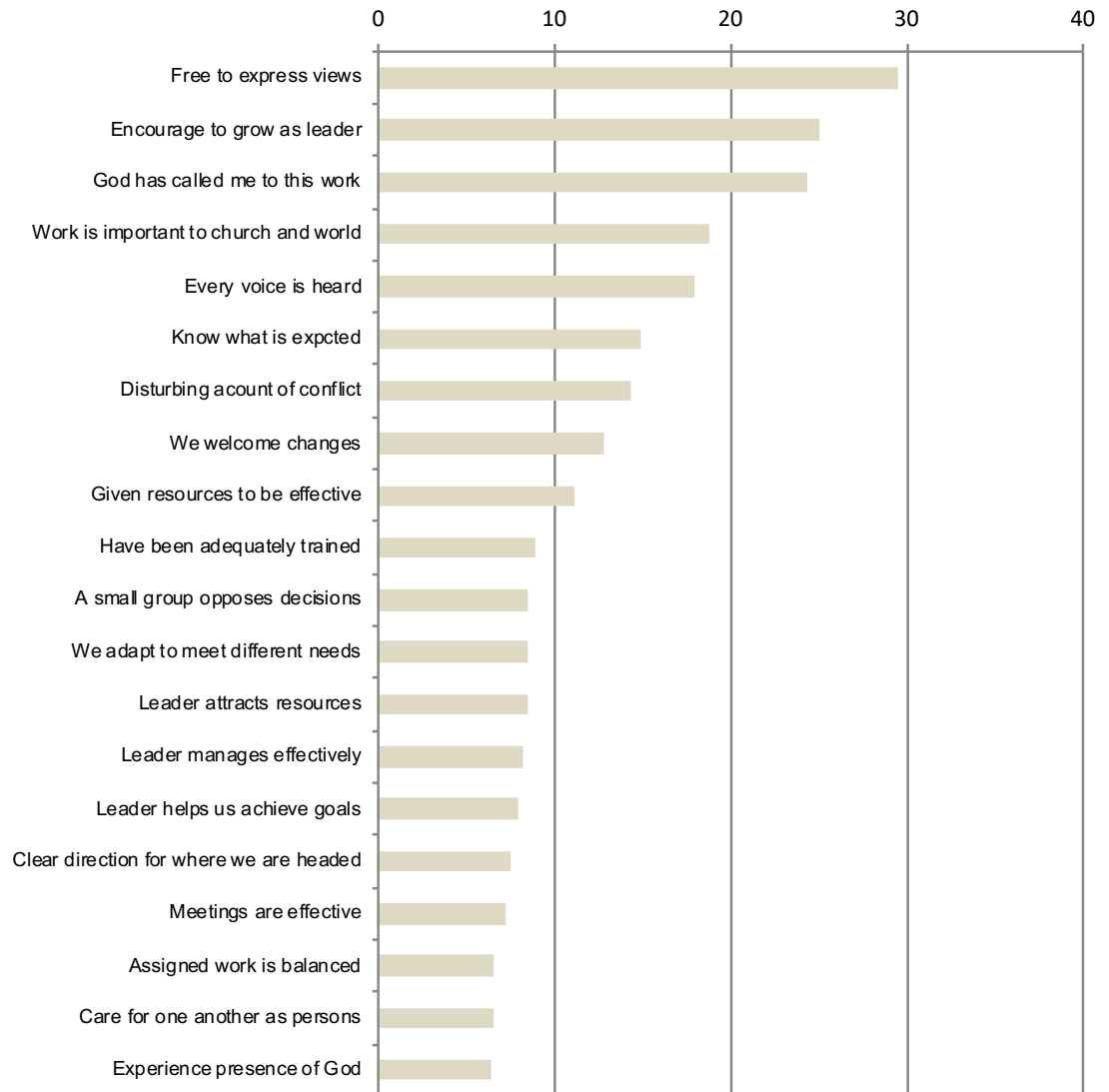
Drivers of Board Energy

Members of your board tend to feel more energized about their overall board experience when they feel positive in the following areas:

Importance

| | | |
|-----------|--|-----------|
| Driver #1 | As a leader, I have been adequately trained for the work I am expected to do. | Very high |
| Driver #2 | In general we are good at identifying and building on the strengths, talents, and motivations of our fellow board members. | Very high |
| Driver #3 | I know what is expected of me in my role as a board member. | High |
| Driver #4 | I feel free to express my views in our meetings. | High |
| Driver #5 | There is a disturbing amount of conflict among members of our board. | High |

Critical Success Factors for Improving Satisfaction



| | | | | | |
|----------------|-------|--------------|-------------|---------------|--------|
| 0 - 10 | Noise | 20-35 | Significant | >50 | Urgent |
| 10 - 20 | Low | 35-50 | Important | | |

Future Priorities

When asked what steps would most likely improve the effectiveness or quality of their work experience, board members indicated the following priorities:

| Rank | Priority | Score | Rating |
|-------------|---|--------------|----------------|
| First | Initiate a planning process to CLARIFY VISION AND DIRECTION. | 65.00 | Average |
| Second | NETWORK with church boards in vital congregations to discover best practices. | 48.00 | High |
| Third | Develop more clarity regarding EXPECTATIONS of board members. | 48.00 | Average |
| Fourth | Make better use of TECHNOLOGY. | 35.00 | High |
| Fifth | Develop better COMMUNICATION within the board. | 27.00 | Low |
| Sixth | IMPROVE THE FIT between assigned work and the gifts/interests of board members. | 26.00 | High |
| Seventh | Work on the SPIRITUAL FORMATION of the board. | 21.00 | Low |
| Eighth | Provide more opportunities for LEADERSHIP DEVELOPMENT. | 20.00 | Low |
| Ninth | Provide more ACCOUNTABILITY for the work of board members. | 18.00 | Average |
| Tenth | Improve our ability to manage board MEETINGS. | 18.00 | Average |
| Eleventh | Provide CONFLICT MANAGEMENT training for the board. | 17.00 | Average |
| Twelfth | Provide more opportunities for TEAM BUILDING. | 14.00 | Low |

Conflict Management Index

Question Text

- *CON#1 There is a disturbing amount of conflict among members of our board.

- CON#2 There is a healthy tolerance of differences among members of our board.

- CON#3 Differences among board members are usually resolved through mutual effort.

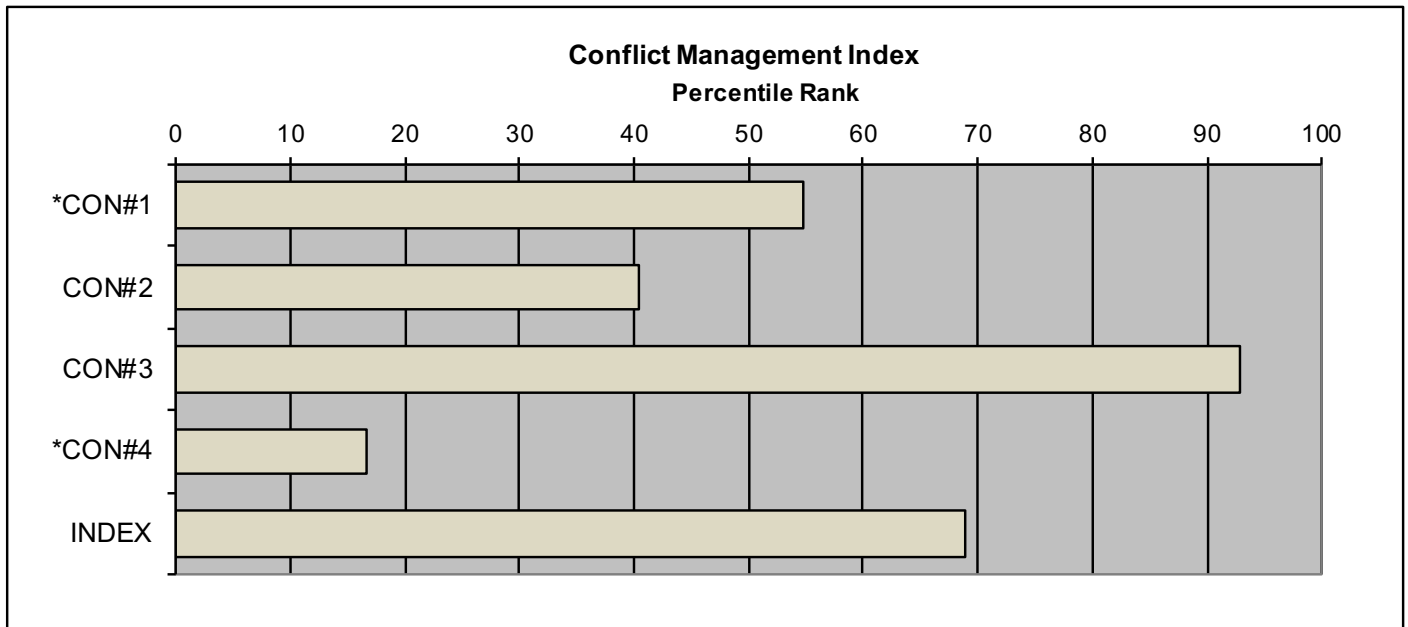
- *CON#4 Within our board, there is frequently a small group that opposes the decisions that are made.

Board Responses (These are the scores from your board.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|--------|-------------------|----------|------------------|---------------|-------|----------------|
| *CON#1 | 19% | 50% | 31% | 0% | 0% | 0% |
| CON#2 | 0% | 0% | 6% | 31% | 38% | 25% |
| CON#3 | 0% | 0% | 0% | 20% | 27% | 53% |
| *CON#4 | 31% | 31% | 38% | 0% | 0% | 0% |

Comparative Profile (These show how your scores compared with those from other boards.)

Number in Peer Group: 43



Board Development Index

Question Text

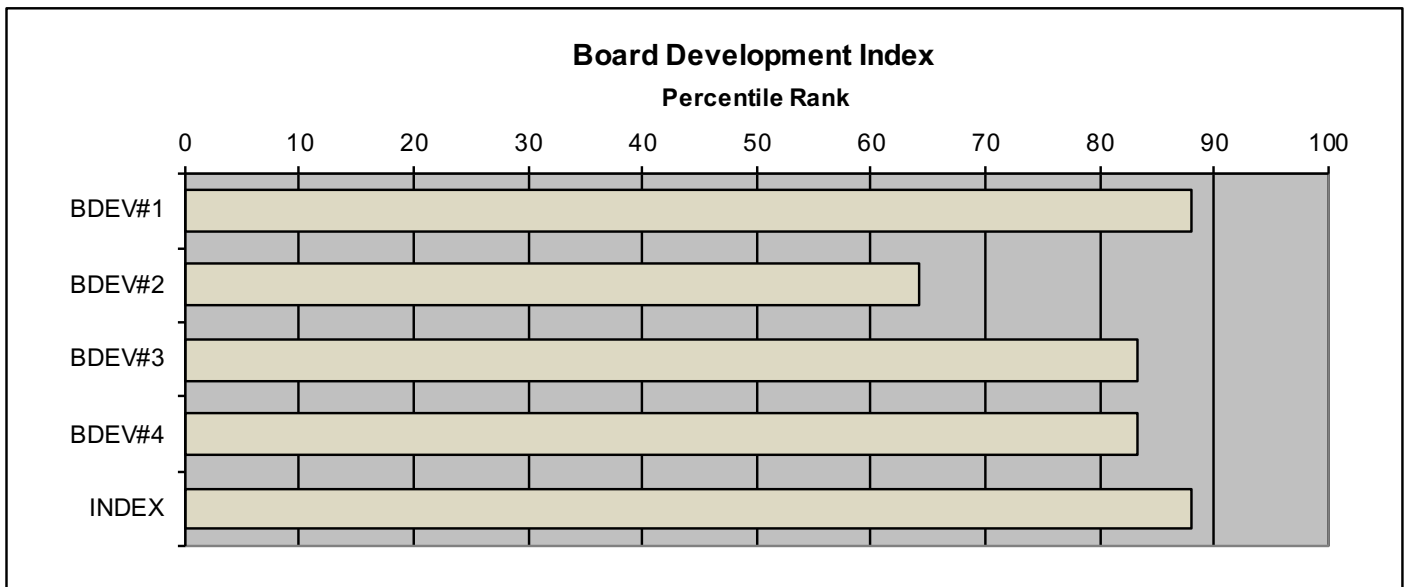
- BDEV#1 In the last year I have had opportunities as a leader at this church to learn and grow.
- BDEV#2 Serving on this board encourages my development as a leader in the church.
- BDEV#3 As leaders, we are given access to resources (books, articles, websites, experts) that increase our capacity to be effective.
- BDEV#4 As a leader, I have been adequately trained for the work I am expected to do.

Board Responses (These are the scores from your board.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|--------|-------------------|----------|------------------|---------------|-------|----------------|
| BDEV#1 | 0% | 0% | 0% | 12% | 47% | 41% |
| BDEV#2 | 0% | 0% | 6% | 12% | 53% | 29% |
| BDEV#3 | 0% | 0% | 0% | 36% | 36% | 29% |
| BDEV#4 | 0% | 0% | 0% | 47% | 41% | 12% |

Comparative Profile (These show how your scores compared with those from other boards.)

Number in Peer Group: 43



Leadership and Management Index

Question Text

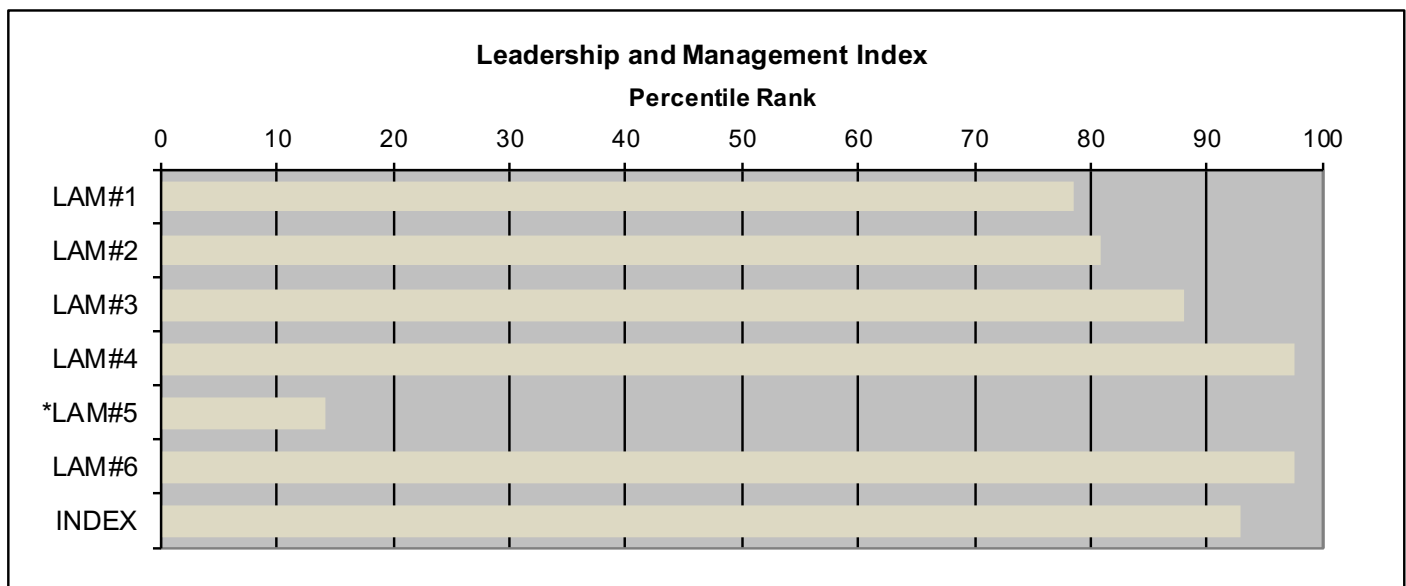
- LAM#1 I know what is expected of me in my role as a board member.
- LAM#2 Our board has a clear direction for where the church is headed and how we will get there.
- LAM#3 The assignment of board work is fair and balanced between the needs of the church and the needs of the individual.
- LAM#4 The workload is fairly distributed among board members.
- *LAM#5 We could do a much better job communicating with one another between meetings.
- LAM#6 The Interim Pastor takes steps to deal with behavior from particular members which is negatively impacting others.

Board Responses (These are the scores from your board.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|--------|-------------------|----------|------------------|---------------|-------|----------------|
| LAM#1 | 0% | 0% | 6% | 19% | 44% | 31% |
| LAM#2 | 0% | 0% | 13% | 31% | 38% | 19% |
| LAM#3 | 0% | 0% | 0% | 27% | 33% | 40% |
| LAM#4 | 0% | 0% | 6% | 44% | 19% | 31% |
| *LAM#5 | 13% | 6% | 50% | 19% | 6% | 6% |
| LAM#6 | 0% | 0% | 0% | 36% | 27% | 36% |

Comparative Profile (These show how your scores compared with those from other boards.)

Number in Peer Group: 43



Meeting Management Index

Question Text

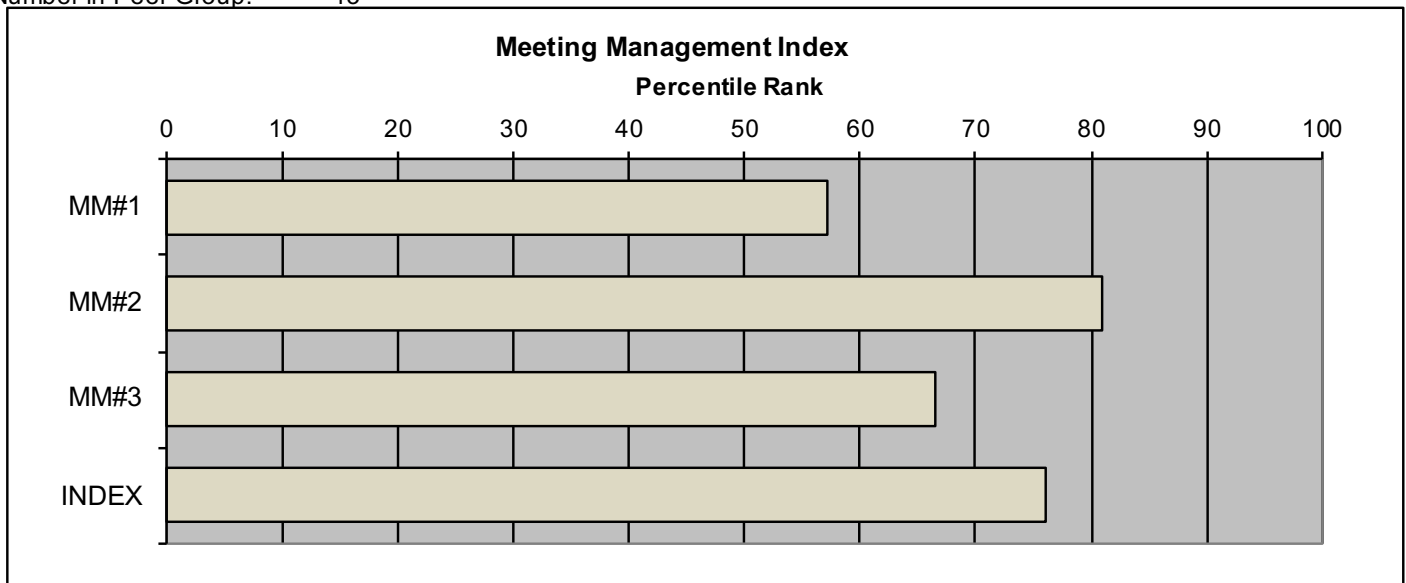
- MM#1 I feel free to express my views in our meetings.
- MM#2 Meetings are effectively used to make good decisions in a timely manner.
- MM#3 When we are making decisions, adequate opportunity is provided for every voice to be heard.

Board Responses (These are the scores from your board.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|------|-------------------|----------|------------------|---------------|-------|----------------|
| MM#1 | 0% | 0% | 0% | 29% | 18% | 53% |
| MM#2 | 0% | 0% | 0% | 29% | 41% | 29% |
| MM#3 | 0% | 0% | 0% | 24% | 29% | 47% |

Comparative Profile (These show how your scores compared with those from other boards.)

Number in Peer Group: 43



Morale Index

Question Text

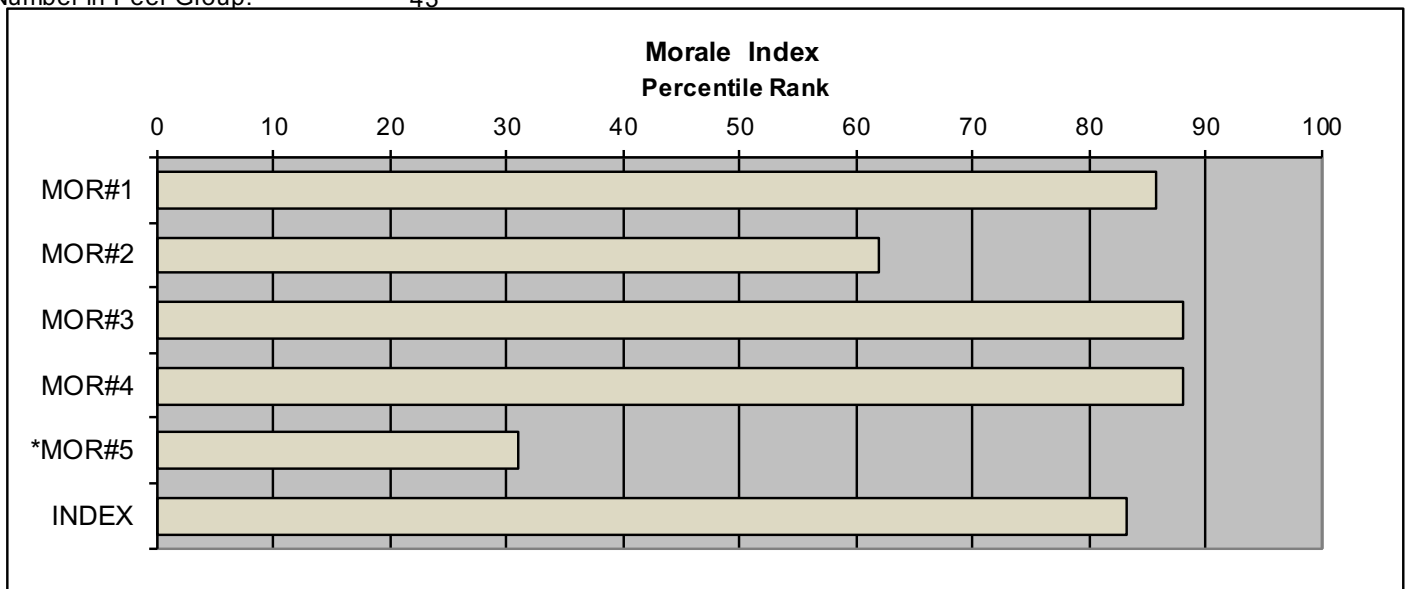
- MOR#1 In the last thirty days I have received recognition or appreciation for doing good work as a leader.
- MOR#2 The work I do as a board member is important to my church and the larger world.
- MOR#3 On the whole, I am satisfied with how things are on the board.
- MOR#4 In our work together, our board makes significant and meaningful achievements.
- *MOR#5 As a board, it seems we are just going through the motions of church activity. There isn't much excitement or energy about it.

Board Responses (These are the scores from your board.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|--------|-------------------|----------|------------------|---------------|-------|----------------|
| MOR#1 | 0% | 0% | 0% | 29% | 47% | 24% |
| MOR#2 | 0% | 0% | 0% | 24% | 41% | 35% |
| MOR#3 | 0% | 0% | 6% | 18% | 41% | 35% |
| MOR#4 | 0% | 0% | 0% | 6% | 59% | 35% |
| *MOR#5 | 35% | 6% | 47% | 12% | 0% | 0% |

Comparative Profile (These show how your scores compared with those from other boards.)

Number in Peer Group: 43



Spiritual Vitality Index

Question Text

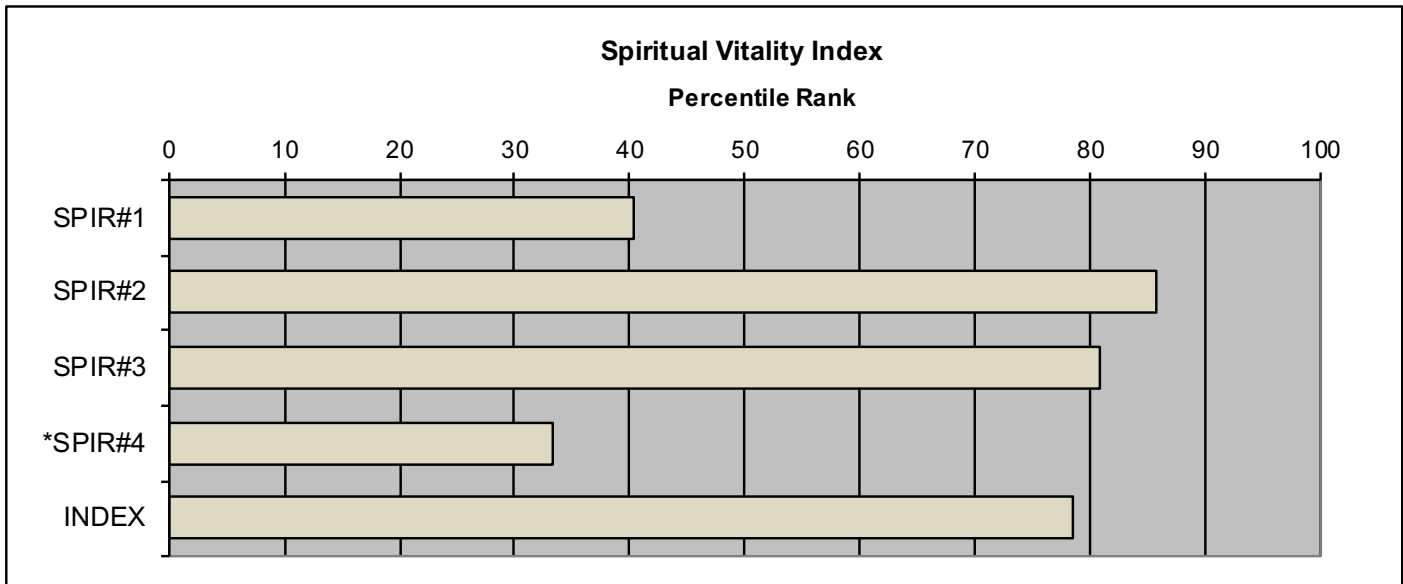
- SPIR#1 I believe that God has called me to the work I am doing as a leader in this church.
- SPIR#2 I regularly experience the presence of God through my work as a leader in this church.
- SPIR#3 In our work together, we make sure there are adequate opportunities to listen for the guidance of the Holy Spirit.
- *SPIR#4 My work on the board often feels like it is making it harder for me to have a vital spiritual life.

Board Responses (These are the scores from your board.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|---------|-------------------|----------|------------------|---------------|-------|----------------|
| SPIR#1 | 0% | 0% | 0% | 29% | 29% | 41% |
| SPIR#2 | 0% | 0% | 0% | 29% | 35% | 35% |
| SPIR#3 | 0% | 0% | 6% | 24% | 47% | 24% |
| *SPIR#4 | 27% | 33% | 33% | 0% | 0% | 7% |

Comparative Profile (These show how your scores compared with those from other boards.)

Number in Peer Group: 43



Teaming Index

Question Text

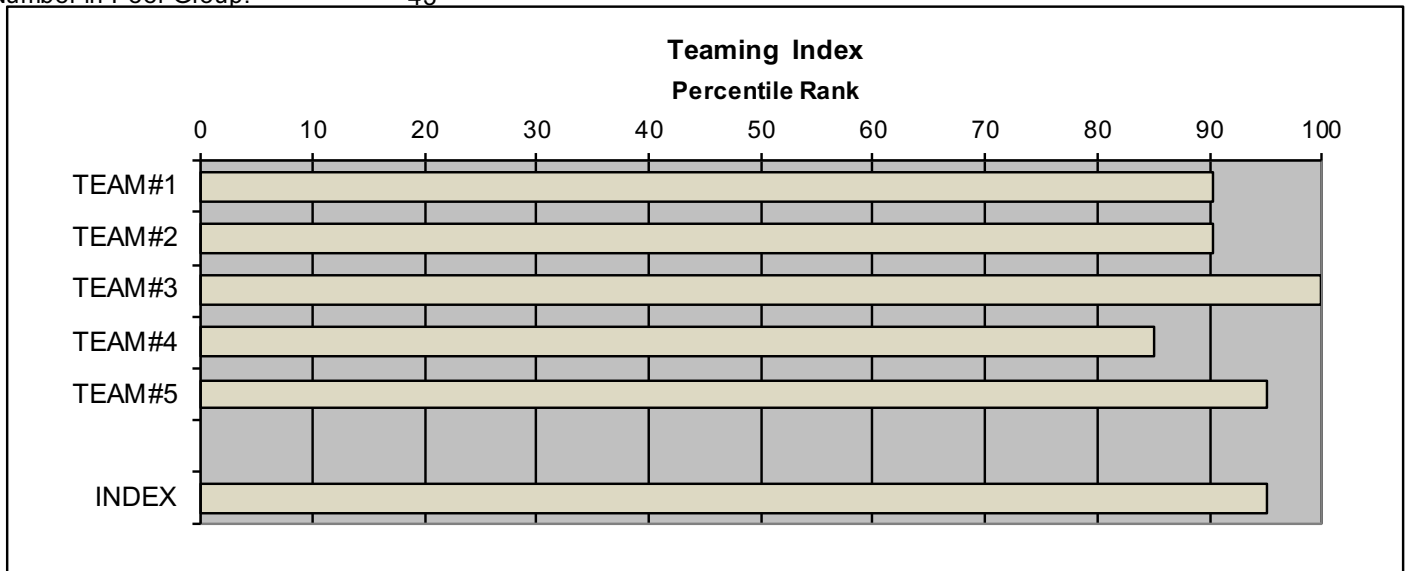
- TEAM#1 We have learned through working together to function more effectively as a team.
- TEAM#2 In our work as a board, we also care about one another as persons.
- TEAM#3 My fellow board members are committed to doing quality work.
- TEAM#4 There is a positive working relationship between the Interim Pastor and our board members.
- TEAM#5 In general we are good at identifying and building on the strengths, talents, and motivations of our fellow board members.

Board Responses (These are the scores from your board.)

| | Strongly Disagree | Disagree | Tend to Disagree | Tend to Agree | Agree | Strongly Agree |
|--------|-------------------|----------|------------------|---------------|-------|----------------|
| TEAM#1 | 0% | 0% | 0% | 25% | 38% | 38% |
| TEAM#2 | 0% | 0% | 0% | 12% | 12% | 76% |
| TEAM#3 | 0% | 0% | 0% | 0% | 29% | 71% |
| TEAM#4 | 0% | 0% | 0% | 13% | 25% | 63% |
| TEAM#5 | 0% | 0% | 6% | 13% | 38% | 44% |

Comparative Profile (These show how your scores compared with those from other boards.)

Number in Peer Group: 43



Flexibility and Environment

Openness to Change

Our board members welcome changes in the way we do things.

| | |
|-------------------|-----|
| Strongly disagree | 0% |
| Disagree | 0% |
| Tend to disagree | 13% |
| Tend to agree | 25% |
| Agree | 56% |
| Strongly agree | 6% |

Adaptability

We adapt our work to meet the different needs of our board members (schedule, lifestyle, gift mix).

| | |
|-------------------|-----|
| Strongly disagree | 0% |
| Disagree | 0% |
| Tend to disagree | 0% |
| Tend to agree | 27% |
| Agree | 33% |
| Strongly agree | 40% |

Safety

The physical environment (building, parking, etc.) in which we meet feels safe and comfortable to me.

| | |
|-------------------|-----|
| Strongly disagree | 0% |
| Disagree | 0% |
| Tend to disagree | 0% |
| Tend to agree | 0% |
| Agree | 35% |
| Strongly agree | 65% |

Materials and Equipment

We have the technology, materials, and equipment we need to do our work effectively.

| | |
|-------------------|-----|
| Strongly disagree | 0% |
| Disagree | 0% |
| Tend to disagree | 0% |
| Tend to agree | 53% |
| Agree | 29% |
| Strongly agree | 18% |

FocalPoints™

Executive Leader Report

Sample Report

2/19/19



Percent Responses on Executive Leader Questions

| | Strongly disagree | Disagree | Tend to disagree | Tend to agree | Agree | Strongly agree |
|--|--------------------------|-----------------|-------------------------|----------------------|--------------|-----------------------|
| Our Interim Pastor manages the administration of our church in an effective manner. (71.7) | 0% | 0% | 0% | 29% | 24% | 47% |
| Our Interim Pastor regularly offers fresh, practical ideas for how our church can become more vital and effective. (84.2) | 0% | 0% | 0% | 24% | 35% | 41% |
| Our Interim Pastor is effective at pulling people together from different parts of the congregation to accomplish a common purpose. (68.4) | 0% | 0% | 6% | 25% | 56% | 13% |
| Our Interim Pastor articulates a clear vision for our church and keeps it before the people in a compelling way. (71) | 0% | 0% | 0% | 29% | 53% | 18% |
| Our Interim Pastor has been effective in helping us develop and achieve meaningful goals. (65.7) | 0% | 0% | 6% | 19% | 44% | 31% |
| Our Interim Pastor acts in ways that attract resources and people to make significant achievements. (65.7) | 0% | 0% | 0% | 41% | 29% | 29% |
| Our Interim Pastor makes things happen. (78.9) | 0% | 0% | 0% | 19% | 44% | 38% |
| Our Interim Pastor helps us accomplish our mission by bringing out the best in everyone. (94.7) | 0% | 0% | 0% | 13% | 44% | 44% |
| Our Interim Pastor communicates with people in a way that keeps us informed and connected. (86.8) | 0% | 0% | 0% | 12% | 47% | 41% |
| I am clear about the key priorities of the Interim Pastor. (82.8) | 0% | 0% | 0% | 18% | 47% | 35% |

Potential Executive Leader Strengths and Work Areas

Potential Executive Leader Strengths

It is important for any leader to identify and build on his/her strengths. A potential strength is indicated in your report when the average score of respondents ranks high compared to other executive leader questions in the assessment. It is identified as a potential strength with the understanding that reflection will be required to confirm that it is indeed an area of strength.

Your top three potential strengths are:

- Our Interim Pastor helps us accomplish our mission by bringing out the best in everyone. 5.31
- Our Interim Pastor communicates with people in a way that keeps us informed and connected. 5.29
- Our Interim Pastor makes things happen. 5.19

Potential Executive Leader Work Areas

A potential work area is indicated in your report when the average score of respondents ranks low compared to other executive questions in the assessment. It is identified as a potential work area with the understanding that reflection will be required to confirm that it is indeed an area of potential improvement.

Your potential work areas are:

- Our Interim Pastor acts in ways that attract resources and people to make significant achievements. 4.88
- Our Interim Pastor articulates a clear vision for our church and keeps it before the people in a compelling way. 4.88
- Our Interim Pastor is effective at pulling people together from different parts of the congregation to accomplish a common purpose. 4.75