



PRISM

A FEEDBACK TOOL FOR MINISTRY

Respondee Name Shelia Sample		Survey Prism				
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Rater Type Symbol: Other Minsters Frmr Colleagues Volunteer Direct Reports		Legend for Self and Supervisor Symbols: Strength Development Needed Does not apply Do not know				
Administration and Management (Self = 5 Mentor = 5 Others = 5.25)						
Self	Mentor	Strengths	Development Needed	N/A	?	Question
					3	1 Is familiar with organizational policies and procedures
						2 Makes good use of time
					1	3 Effectively manages long-term projects
					2	4 Sets clear priorities and direction
				1	7	5 Willingly delegates important work, not just unpleasant or "busy work"
				1	8	6 Skilled at financial budgeting
					2	7 Gives just the right amount of attention to details
					1	8 Sets goals and then works toward them
					8	9 Is familiar with government policies and procedures that impact ministry
					1	10 Effectively plans activities and programs
Balance (Self = 5 Mentor = 6 Others = 4.83)						

Self	Mentor	Strengths	Development Needed	N/A	?	Question
↑	↑	●●●●▲▲▲▲◆◆	■ ■ ■ ◆			11 Makes a conscious effort to maintain balance between personal and professional life
↑	↑	●●●▲▲▲◆◆	■ ■ ■		2	12 Sets realistic, healthy personal parameters to avoid burnout
↑	↑	●●●●▲▲▲▲■ ■ ◆◆	■	1		13 Has a sense of humor and uses it frequently
↑	↑	●●●▲▲▲■ ◆	▲ ■ ■ ◆		3	14 Places appropriate attention to his or her physical well-being
↑	↑	●●●●▲▲▲◆◆◆	● ■ ■		1	15 Has interests outside of work
↓	↑	●▲▲▲◆	● ■ ■		5	16 Has the ability to say "No" in order to maintain personal balance
Communication (Self = 6 Mentor = 6 Others = 5.75)						
Self	Mentor	Strengths	Development Needed	N/A	?	Question
↑	↑	●●●▲▲▲■ ■ ◆◆	● ◆		1	17 Is clear and precise when speaking before groups
↑	↑	●●●▲▲▲■ ■ ◆◆		1	2	18 Is able, as a public speaker, to motivate others to take action
↑	↑	●●●●▲▲▲▲■ ■ ◆◆◆	●			19 Is skillful at passing information along to people
↓	↑	●●●▲▲▲■ ■ ◆◆	● ◆		1	20 Does not dominate conversations
↑	↑	●●●●▲▲▲◆◆◆	■ ■			21 States openly and clearly what he or she wants
↑	↑	●●●●▲▲▲◆◆◆	◆		1	22 Encourages the open expression of beliefs, opinions, and ideas
↑	↓	●●●▲▲▲■ ■ ◆◆	●		3	23 Is effective at putting ideas on paper
↑	↑	●●●●▲▲▲■ ■ ◆◆	● ◆		1	24 Facilitates meetings effectively
↓	↓	●▲▲▲■ ◆	●●●■ ■ ◆◆			25 Remains open -minded when encountering resistance
↓	↓	●▲▲▲■ ■ ◆◆	●● ◆		1	26 Does not interrupt when others are speaking
↓	↑	●●●●▲▲▲■ ■ ◆◆	■ ◆			27 Does not dominate meetings
↓	↓	●●●▲▲▲■ ■ ◆◆	●● ■ ◆			28 Listens patiently
Conflict (Self = 1 Mentor = 4 Others = 3.67)						
Self	Mentor	Strengths	Development Needed	N/A	?	Question
↓	↓	●●●▲▲▲■ ◆◆	● ■ ◆		2	29 Confronts with compassion

↑	↑	●●●▲▲▲■◆◆	■	1	3	30	Is fair and open when negotiating
↑	↑	●●●▲▲▲■◆◆◆	■		2	31	Understands that conflict is inevitable
↑	↑	●●●▲▲▲■◆	◆		5	32	Focuses on helping individuals and groups in conflict
↓	↑	●●●▲▲▲■	▲◆		5	33	Treats conflict as an opportunity for personal growth
↓	↓	●●●▲▲▲■	■◆◆		3	34	Maintains a sense of calm in times of conflict

Creativity (Self = 5 | Mentor = 5 | Others = 4.92)

Self	Mentor	Strengths	Development Needed	N/A	?	Question
↑	↑	●●●●▲▲▲■◆◆◆				35 Places high value on creative ideas and creative people
↑	↑	●●●▲▲▲■◆◆			5	36 Affirms and encourages risk-taking
↑	↑	●▲▲▲■	■		8	37 Tolerates messiness and unorthodox thinking
↑	↑	●●●▲▲▲◆◆	■		4	38 Not afraid to appear stupid, ask dumb questions, or try unpopular actions
↓	↓	●●●▲▲▲■◆◆	●●■		2	39 Does not judge ideas too quickly
↑	↑	●●●●▲▲▲■◆◆◆	●		1	40 Understands and promotes diversity
↑	↑	●●●●▲▲▲■◆◆	◆		2	41 Is perceived as creative

Decision Making & Problem Solving (Self = 6 | Mentor = 6 | Others = 4.92)

Self	Mentor	Strengths	Development Needed	N/A	?	Question
↑	↓	●●●▲▲▲■◆◆	■◆◆		1	42 Makes decisions objectively
↑	↑	●●●▲▲▲■◆◆	■◆		3	43 Treats problems with the appropriate amount of energy
↑	↑	●●●●▲▲▲■◆◆	■◆◆		1	44 Knows when it is time to make a decision
↓	↑	●●●▲▲▲■◆◆	●■◆		1	45 Involves the appropriate people when making decisions
↓	↑	●●●●▲▲▲■	■◆		3	46 Distinguishes symptoms from problems
↑	↓	●●●▲▲▲■◆◆	●		3	47 Gathers information from many resources when making decisions
↑	↑	●●●▲▲◆	▲■◆◆◆		3	48 Identifies problems before they turn into major crises
↑	↑	●●●●▲▲▲■◆◆◆	■		1	49 Will not be bullied or intimidated into making decisions
↑	↑	●●●●▲▲▲■◆	■◆◆		2	50 Is effective at making intuitive decisions

↑	↑	●●●●▲▲■◆◆	■◆		3	51	Avoids simple solutions to complex problems
Leading (Self = 5 Mentor = 5 Others = 5)							
Self	Mentor	Strengths	Development Needed	N/A	?	Question	
↑	↑	●●●●▲▲■◆◆	◆		2	52	Communicates a clear organizational vision
↑	↑	●●●●▲▲■◆◆	■◆			53	Expresses an appreciation for good work
↑	↑	●●▲▲■	●■◆◆		1	54	Is flexible
↑	↑	●●●●▲▲■◆◆			1	55	Understands marketing and promotion
↑	↑	●●▲▲■◆◆	■◆		3	56	Identifies and/or affirms the unique gifts of those individuals he or she leads
↓	↑	●▲▲■	■		8	57	Is adept at fund raising
↓	↑	●●●●▲▲■◆◆	●	1	3	58	Is skillful at getting work accomplished through volunteer workers
↑	↑	●●●●▲▲■◆◆	◆		3	59	Uses power in effective ways
↑	↑	●●●●▲▲■◆◆	■◆		2	60	Believes that a primary function of leadership is to produce more leaders, not followers
↑	↑	●●●●▲▲■◆◆	●●◆			61	Is skilled at organizational and denominational politics
Learning (Self = 6 Mentor = 6 Others = 5.33)							
Self	Mentor	Strengths	Development Needed	N/A	?	Question	
↑	↑	●●●●▲▲■◆◆	◆		1	62	Values the growth and development of people
↑	↑	●●●●▲▲■◆◆	●◆			63	Is an outstanding resource for helping people learn
↑	↑	●●●●▲▲■◆◆	◆		1	64	Is always learning
↓	↑	●●●●▲▲■◆◆	◆		3	65	Helps individuals learn from their failures and mistakes
↑	↑	●●●●▲▲■◆◆	▲■◆		1	66	Is inquisitive
↓	↑	●●●●▲▲■◆◆	●▲			67	Presents ideas and materials in ways that are fun and interesting
↓	↓	●●▲▲■◆◆	●■	1	3	68	Alters teaching styles based on the different ways that learners learn
Managing Change (Self = 4 Mentor = 5 Others = 4.75)							

Self	Mentor	Strengths	Development Needed	N/A	?	Question
↑	↑	●●●●▲▲▲▲■ ■◆◆	◆			69 Understands the dynamics of change
↑	↑	●●●▲▲▲■◆◆	●■◆		2	70 Involves people in the design and implementation of change
↑	↑	●●●▲▲▲■◆◆	■◆		2	71 Is sensitive and skilled at helping individuals deal with the emotional impact of change
↑	↑	●●●▲▲▲■◆◆	◆		3	72 Tells the truth about change--even when the news is uncertain or bad
↓	↑	●●●▲▲▲■◆◆	◆		3	73 Understands the impact that change has on him or her
Pastoral Care (Self = 2 Mentor = 4 Others = 3.83)						
Self	Mentor	Strengths	Development Needed	N/A	?	Question
↓	↑	●●●●▲▲▲▲■◆◆	■◆			74 Exhibits compassion when a person is in a place of need
↑	↑	●●●●▲▲▲▲■◆◆	◆		1	75 Looks for the spiritual dimensions in problems
↑	↑	●●●●▲▲▲▲■◆◆	■◆			76 When working with individuals, considers their unique personalities and gifts
↑	↓	●●●●▲▲▲▲■◆◆	■			77 Understands that he or she cannot meet all the needs of people
↑	↑	●●●●▲▲▲■◆	◆◆		3	78 Is tolerant of the quirks and peculiarities of people
Practice of Spiritual Call and Duties (Self = 2 Mentor = 5 Others = 5)						
Self	Mentor	Strengths	Development Needed	N/A	?	Question
↑	↑	●●●●▲▲▲▲■◆◆◆				79 Exhibits a passion for his or her work
↑	↑	●●●●▲▲▲▲■◆◆◆	●			80 Sees his or her work as part of a larger whole
↑	↑	●●●▲▲▲■◆◆◆	●◆		1	81 Has an outstanding professional network
↑	↑	●●●●▲▲▲▲■◆◆	◆		1	82 Makes significant contributions to his or her discipline
↑	↑	●●●▲▲		2	7	83 Effectively mentors new ministers
↑	↑	●▲▲▲■◆		2	4	84 Collaborates with clergy from different denominations and religions effectively
↓	↑	●●●▲▲▲■◆◆◆			3	85 Communicates the Faith in effective ways
↑	↑	●●●▲▲▲■◆◆	●	1	3	86 Is knowledgeable of many faith traditions

↑	↑	●●●●▲▲▲■◆◆			1	87	Is comfortable with himself or herself--does not try to assume a role or style not natural to him or her
↓	↑	●●●●▲▲▲■◆◆	◆			88	Is a willing servant to the community he or she is called to lead

Relationships (Self = 5 | Mentor = 5 | Others = 5.25)

Self	Mentor	Strengths	Development Needed	N/A	?	Question
↓	↑	●●●●▲▲■◆◆	■◆		1	89 Relates well to people with perspectives and experiences different from his or hers
↑	↑	●●▲▲■◆◆	●		3	90 Works effectively with individuals lower in the organization
↑	↑	●●●●▲▲▲■◆◆			2	91 Works effectively with peers in the organization
↑	↑	●●▲▲■◆◆	●●		2	92 Works effectively with individuals higher in the organization
↑	↑	●▲▲■◆◆	●●		3	93 Does not play favorites
↓	↑	●●●●▲▲▲■◆◆	●■			94 Is sensitive to the needs and feelings of individuals
↓	↑	●●▲▲▲▲■◆◆	●		1	95 Is pleasant and cooperative to work with, even in times of stress

Self-Awareness (Self = 2 | Mentor = 5 | Others = 4.75)

Self	Mentor	Strengths	Development Needed	N/A	?	Question
↓	↑	●●●●▲▲■◆◆	■		1	96 Has accurate perception of self
↓	↑	●●●▲▲■	▲■	1	2	97 Actively seeks personal feedback
↓	↑	●●●●▲▲▲■◆◆	■		2	98 Has a clear understanding of his or her personal strengths and weaknesses
↓	↑	●●●●▲▲▲■◆◆	●■			99 Is willing to hear and consider feedback
↑	↑	●●●●▲▲▲■◆◆			1	100 Is in touch with personal feelings and thoughts

Strategic Management (Self = 6 | Mentor = 5 | Others = 4.67)

Self	Mentor	Strengths	Development Needed	N/A	?	Question
↑	↓	●▲▲■	◆		6	101 Balances organization's long-term goals while attending to day-to-day routine issues and problems
↑	↑	●●●●▲▲▲■◆◆	●		1	102 Pays attention to current events, changing cultural patterns























							and the world around him or her
↑	↑	●●●▲▲▲■	■◆		3	103	Works effectively in ambiguous situations and/or environments
↑	↑	●▲▲▲■◆	●		4	104	Looks for common themes when dealing with several problems at once.
↑	↑	●●●▲▲▲■◆	◆	1	2	105	Tries to do what is good for the whole organization, not just a particular group or area of responsibility













Spiritual Character (Self = 6 | Mentor = 5 | Others = 5.67)

Self	Mentor	Strengths	Development Needed	N/A	?	Question
↓	↑	●▲▲▲■◆◆	●		2	106 Uses his or her God-given gifts and abilities to their full potential
↓	↑	●●●▲▲▲■◆	●◆		2	107 Effectively mentors individuals in the development of spiritual discipline and practice
↑	↑	●●●●▲▲▲■◆			1	108 Does not become involved in questionable activities on the job or in personal life
↑	↓	●●●▲▲▲■◆			3	109 The practice of spiritual disciplines is a significant part of his or her life
↑	↑	●●●●▲▲▲■◆◆				110 Is trustworthy—does what he or she says he will do
↑	↓	●●●●▲▲▲■◆◆				111 Always behaves in the highest ethical manner
↑	↑	●●●●▲▲▲■◆◆				112 Has an appreciation for and solid knowledge of his or her religious tradition's history and theology
↑	↑	●●●●▲▲▲■◆◆			1	113 Common sense drives his or her actions and decisions

Essay Responses

	<p>Outstanding Skills Is quite gifted in numerous areas. What are the two or three things you consider to be his or her most outstanding skills or gifts?— They should be qualities you believe this individual should build his ministry and career around.</p>
Mentor	Discernment is a high gift, as is candor. Shelia sees what others miss and is able to articulate her thoughts and ideas very well. She is also motivated more by doing something and making a difference to someone else that by helping herself.
Self	organization, motivation, mentoring and networking
◆	She is intuitive, and follows through on what she says she will do. Is capable, bright, and honest, which is important in any ministry...also a good role model!,

	She is an effective communicator and is wonderful at networking people.
	Creativity and knowledge. Linda has a great understanding of the history of her faith and it relates to people. She is very creative and thoughtful.
	trustworthy, conscientious, creative, hard worker, bright
	The ability to implement plans and follow through with negotiated agreements. The ability to network and build support systems.
	creativity, organization, presentation
	Shelia is a good listener. She thinks before she reacts. She is knowledgeable about that which she is involved.
	Communication skills, strategic/analytical skills, even-handedness
	being a leader others want to follow, not easily swayed by others
	organizational skills; passion for educating the laity
	Learning, listening attitude Creativity
	integrity...focus...open to feedback
	Blind Spots Please list any blind spots you think this person has.
Mentor	When her button is pushed Shelia has to work at listening. This is not something she is totally unaware of, however, if she saw her body language on the "launch pad" about to talk about something she was "exercised" about, she would laugh out loud.
Self	arrogance and too-focused on own priorities and ideas
	She may sometimes be seen as abrasive because she is straightforward and to the point...Could soften the edges a bit and therefore be more approachable.
	Still learning and adjusting to changing directions in congregational life.
	She honestly believes people will always do what they say they will do - can be mistakenly optimistic.
	saying no
	Seems distant and unapproachable in some situations.
	knowing how talented she is
	financial management personal health, weight problem
	None. She is objective and well balanced -- a leader worthy of respect.
	sometimes a little blunt when talking to others
	do not know
	Global denominational picture
	not aware of any
	Clarification

	On the first 120 questions, you had only four options for answering each question. Is there anything you would like to clarify or add?
Mentor	Several of the handicapped answers regarding Shelia relate to a particular environment in which a support staff member is not pulling her own weight. This screws some of the responses. There were also a few answers I'd like to have qualified to say her planning and intentionality will be easier when her job is better established. Also, as her supervisor, she will be better organized and somewhat more effective when I spend more quality time planning priorities with her, which will benefit us both.
Self	no
	I answered the best I could though some categories were not in my knowledge of her. I hope the occasional "do not know" does not hurt her evaluation. She is a very able person and can do whatever she sets her mind to, and will adapt and do it well..whatever it is.
	Not that I can recall at the moment, though there were at the time.
	Questions answered "needs improvement" doesn't necessarily mean that she does a bad job. Also, there were several questions that were asked in the negative and rather than respond with "strength", I answered "not applicable"
	I know her as her CPA and a business associate
	no
	no
	no
	There was one question that didn't apply to she in any way. Some called for assessing her in the context of a specific organizational structure with which I'm not familiar.
	no
	no
	no
	no