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The Effective Minister: Scriptural Criteria, Individual Observation, and Practical Research

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HOW MAY WE DESCRIBE the effective minister? What kind of a person is he? What does he do that makes him any different than other ministers? The answers to these questions are important especially to the minister himself. But parishioners, church leaders, and seminary faculties are equally concerned, since they are vitally involved respectively as recipients of and participants in the minister's service, as directors and as educators.

Three types of data are available to help us gain a clearer picture of the effective minister. The criteria set forth by St. Paul in his letters to Timothy and Titus, as well as other parts of Scripture, provide the authoritative requirements for the service of the "man of the cloth." However, these references give us only a description of the type of man who is to be considered eligible for ministry and say nothing specifically about varying degrees of a man's effectiveness in the pastorate. We therefore need to assume in the case of the Scriptural data at this point that the minister's effectiveness may vary with the degree to which the traits identified by the Scriptural criteria are present in the person.

A second source of data stems from observations of synodical district presidents regarding more and less effective men within their jurisdictional area.

A final source of data includes the evidence available from research studies which have attempted to identify characteristics of the effective minister.

It is the major purpose of this study to characterize ministerial effectiveness by comparing the data from these three sources. In the comparative study we need to determine whether the data are entirely similar, or whether there are some differences. Or do they provide different pictures altogether? Can we then find enough agreement among these data to identify any reasonably well established criteria for ministerial effectiveness?

The Data Sources. Labels for and definitions of the Scriptural criteria are taken from a list prepared by the faculty and student Committee on Personal Development of Concordia Theological Seminary (Springfield).¹ An intensive study of the passage in I Timothy 3 revealed ten such criteria.

It would be possible to break each criterion into specific items and to list still more criteria, but practicality suggests some limitations. Still other combinations of specific items could perhaps have produced other labels and definitions, but the present set seems adequate for our purposes and is also easily understood. Other Scriptural references

are supplied in the explanations below to give a more detailed picture of each criterion.

Observations from the district presidents have come from their responses to a set of questionnaires sent them in 1972. Each questionnaire dealt with a specific pastor whom the president had earlier ranked as one among the more effective or the less effective clergymen in his district. If the president had judged that another minister could definitely, or at least likely, be very effective in the parish occupied by the man who was the subject of that questionnaire, a response was requested to the following question: What kind of pastor would it take to be VERY EFFECTIVE in this particular parish?

Twenty-seven of the 35 presidents of Missouri Synod districts in 1972 responded with 136 items for the parishes served by the effective pastors and 85 in connection with their consideration of the parishes served by the less effective men. Each item in the latter case was characteristic of effectiveness also, since the procedure required naming a positive item as a result of looking first at the parish and service of the less effective pastor. For the purposes of this paper, the items supplied by the presidents were grouped according to the ten Scriptural criteria and three other miscellaneous categories (see Table 1).

TABLE 1

NUMBER OF RESPONSES AND NUMBER AND PERCENTAGE OF DISTRICT PRESIDENTS RESPONDING WITH DESCRIPTIONS OF MINISTERIAL EFFECTIVENESS CORRESPONDING TO VARIOUS CRITERIA

CRITERIA	Response Given in Relation to an Effective Pastor			Response Given in Relation to an Ineffective Pastor		
	Number and Percent of District Presidents Responding		Number of Responses	Number and Percent of District Presidents Responding		Number of Responses
	N	%		N	%	
Sociable	9	33	13	5	19	6
Considerate	18	67	27	14	52	20
Faithful in Familial Relationships....	0	0	0	0	0	0
Temperate	3	11	3	5	19	5
Self-disciplined	5	19	5	3	11	3
Industrious in the Church's Work.....	14	52	26	10	37	12
Serving As a Model.....	10	37	12	1	4	1
Experienced in the Faith.....	5	19	8	1	4	1
Flexible	5	19	5	2	7	2
Effective Facilitator of Learning.....	7	26	8	10	37	10
Functions	12	44	12	6	22	6
Leadership	12	44	15	11	41	13
Others	2	7	2	4	15	6
TOTAL ITEMS			136			85

Thirteen research studies on ministerial effectiveness, documented and reviewed in *Concordia Seminary Studies* 73-7,² constitute the third source of data. Similar results from the different studies were combined in a number of categories in this seminary paper. Included in the thirteen studies are two which characterize Missouri Synod pastors. One is by Kenneth Breimeier³ and involved 36 graduates of Concordia Seminary, St. Louis, during the period of 1952 to 1956. The second is a more recent investigation of 792 graduates of both St. Louis and Springfield included in the 1970 Ministerial Research Project (70 MRP).⁴ The pastors in the 70 MRP represented graduating classes from 1930 through 1969.

Three of the other eleven studies picture Methodist clergy, while there are two for Episcopalian and two for mainline Protestant pastors. Unitarian, Presbyterian, Lutheran Church in America, and Roman Catholic clergy are each included in one investigation.

Data from all the sources have been organized for review in five groups developed from a logical categorization of the ten Scriptural criteria: relationship with others, stability, leadership, development of personal values and goals, and cognitive functioning. The presidents' observations and the empirically-derived effectiveness data are set alongside similar criterion items for comparison. An additional section of the paper lists other factors which do not appear to be related to the Scriptural criteria used here. The final portion of the paper is devoted to discussion and conclusions.

RELATIONSHIP WITH OTHERS

Three of the Scriptural criteria appear similar enough to fit under a category which involves interpersonal relationships. They are the pastor's inclination to be sociable, considerate, and faithful in familial relationships.

Sociable. According to the Scriptural picture of the pastor, "a pastor must be . . . given to hospitality" (I Tim. 3: 3; see also Romans 12: 13). Being hospitable requires that the pastor be socially accessible, ready to communicate with others, and able to relate warmly to people.

One third of the district presidents (33%) described the effective pastor as people-oriented or outgoing (7 presidents), congenial (4), and warm (2).⁵ As they considered effective ministry in parishes served by the less effective pastors, 19% of the church leaders responded with the same traits as those just listed—outgoing (3), congenial or friendly (2), and warm (1).

Both Missouri Synod studies of effectiveness found an extroverted trait to be more regularly evident among effective ministers.⁶ Jackson's effective Methodist clergy were found to be less shy.⁷ However, both Jackson and Dyble,⁸ the latter with United Presbyterians, found no relationship with effectiveness on another dimension of extroversion-introversion, and Ham's effective mainstream Protestants showed emotional distance from people.⁹

Considerate. Being hospitable requires an underlying attitude of love and consideration. The association of hospitality with this attitude is established best in St. Paul's letter to the Romans (12: 9-13

passim): "Let love be genuine. . . . love one another with brotherly affection. . . . contribute to the needs of the saints, practice hospitality." There is no need to refer to the many other Scriptural references which speak of love as a central characteristic of a Christian as well as of a pastor. In still other words, the minister is considerate by being discerningly generous, responsive to others' needs, lovingly concerned, and gracious.

In characterizing the effective minister, 67% of the district presidents suggested that he is one who is accepting (3), forgiving (1), and evangelical or Gospel-centered (7). He is also able to communicate God's love to others (1), shows pastoral concern (7), and has love for people (8). In thinking of the less effective men, 52% of the presidents emphasized the need for the pastor to be humble (1), tactful (2), loving and with a pastoral heart (7), forgiving (1), accepting (1), concerned (2), and evangelical (1). He should also be a true "pastor" on a one-to-one basis (4) and stay with the people (1).

As might be expected, this criterion seems to be more broadly supported by empirical data than almost any other. Effective Lutheran Church in America (LCA) pastors showed a greater interest in human relations than their less effective brethren,¹⁰ Episcopalian clergy showed a greater love for souls,¹¹ and Methodist ministers displayed more sensitivity to people.¹² Mainline Protestant clergy displayed a correlation between effectiveness and moderate allocentric tendencies.¹³ Finally, two studies of clergy involved in specialized functions revealed a greater identification and involvement with people (Episcopalian priests selected for counseling ability),¹⁴ and showed attitudes reflecting "non-coercive assistance of others" (Methodist clergy rated on pastoral care functions).¹⁵

Faithful in Familial Relationships. The pastor must be "the husband of one wife" and "must manage his own household well, keeping his children submissive and respectful in every way; for if a man does not know how to manage his own household, how can he care for God's church?" (I Tim. 3: 2, 4). Faithfulness to one's wife and children involves for the pastor being a good family manager and having a healthy relationship to his wife and children.

No descriptive statements in this area were supplied by the district presidents.

There is contraindicative evidence among Missouri Synod clergy, and likely in other denominations as well, though none appear to be carefully documented, that in some cases serious problems for a man's ministry have been associated with marital and family problems. However, there was no difference between more and less effective clergy of the 70 MRP in their ratings of the amount of time spent with their family, according to the present, expected or ideal situations, or even according to the importance of family time.¹⁶

STABILITY

Two Scriptural criteria reflect the stability of a clergyman in his personal and professional life. He should be temperate and self-disciplined.

Temperate. "The bishop must . . . be . . . not violent but gentle" (I Tim. 3: 3) The pastor should thus be able to show in his behavior a tempering of an untoward expression of strong feelings which bespeaks impatience with one's self or with others.

To 11% of the district presidents patience (3) is required for effectiveness. Another 19% referred to patience (5) in considering the parishes of the less effective clergymen in their district.

The only empirical data which seem related to this criterion refer to a comparatively low degree of mobility from one pastorate to another as characteristic of more effective clergy. The fact that the effective minister has experienced fewer brief pastorates may suggest a form of patience in his attempts to serve his parish. The association of such a mobility pattern with effectiveness appears to cross denominational lines with their respective ecclesiastical polities, as indicated by significant research results among Methodist clergy¹⁷ who hold to a hierarchical form of church government, and also among Presbyterians¹⁸ and Missouri Synod Lutherans,¹⁹ both of whom represent a collegial polity.

Self-Disciplined. The behavioral pattern of being temperate requires an underlying ability to discipline one's self, or, in the words of St. Paul, to be "sensible" (I Tim. 3, 2), "master of himself . . . and self-controlled" (Titus 1: 8). Being self-controlled or self-disciplined describes the pastor who is emotionally stable, able to express his feelings without letting them control or direct him unduly. He is well-ordered in his personal life without being excessively rigid or compulsive in the requirements he sets for himself or for others around him.

Nineteen percent of the district presidents called an effective minister emotionally stable (1), organized or self-disciplined (2), and one who shows common sense (2). Emotional stability (2) and common sense (1) are descriptions of effectiveness used by 11% of the presidents as they viewed the less adequate pastors and their congregations.

Emotional stability is suggested by emotional health among effective Unitarian²⁰ and Methodist clergy,²¹ the better adjustment of effective Roman Catholic priests,²² and the overall stability of LCA pastors.²³ Although Dyble²⁴ found no relation between personal integration on the Omnibus Personality Inventory and effectiveness of Presbyterian pastors, contraindicative evidence was derived from the finding of emotional instability among problem cases who had been identified as such by Missouri Synod presidents.²⁵

To the extent that the criterion of self-discipline reflects a desire for autonomy, it is supported by Dyble's finding in the case of Presbyterians²⁶ and by effective Missouri Synod pastors who found opportunity for its expression in ministry.²⁷

LEADERSHIP

The leadership relation between a pastor and his parishioners would quite evidently appear to be a primary requisite for a clergyman. This function may be reflected in two Scriptural criteria which

describe the pastor as a man who is industrious in the church's work and also is serving as a model.

Industrious in the Church's Work. To "desire a noble task" of the ministry (I Tim. 3: 1) would suggest that the pastor is ambitious in a good sense, that he is eager to serve the Lord enthusiastically (Romans 12: 11), and is not negative or cynical, but full of the joy of the Lord (II Cor. 6: 10; Romans 12: 12; Phil. 4: 4).

In the words of 52% of the district presidents, the effective minister shows a willingness to serve (6), is diligent (4), confident (1), joyful (7), dedicated (5) and positive (3). From observation of the less effective clergy, 37% of the presidents saw effectiveness in terms of showing initiative (1), hard work, diligence or zeal (7), joyfulness (3), and a positive experience (1).

Productive energy is an appropriate phrase for the characteristic suggested by Jackson's effective Methodist clergy who showed a moderate amount of initiative and aggressiveness and who were also less apathetic than the less effective men.²⁸ The more effective Missouri Synod men in the 70 MRP also rated themselves higher than their counterparts in degree of effort, task accomplishment and amount of work, while their parishioners likewise gave them higher ratings on effort and task accomplishment.²⁹ It should also be noted that the less effective LCA clergy were judged to have a higher degree of energy than their more effective brethren.³⁰ We may suggest in explanation of the seemingly disparate results that both extremes of degree of effort expended may characterize the less effective pastor.

Additional research data which seem related to the pastor's industriousness include the finding of a distinctive perceptual pattern among the more effective Missouri Synod pastors in the 70 MRP. These men consistently rated perceptions of themselves and of their involvement in their parish at a significantly higher level than did the less effective men both at the present and in the expected future.³¹ This higher rating pattern was interpreted as perhaps indicating an optimistic outlook, which could have been derived from an awareness of the Lord's positive and specific role in their lives.

The correlative interpretation that a lower degree of industriousness, and correspondingly less effectiveness, may be associated with a less optimistic, or sometimes even negative viewpoint, seems supported by Benton's reference to a group of Episcopalian pastors who were less effective in counseling. He noted that they "may demonstrate a tendency to see parishioners' problems and troubles under the figure of sin resulting from disobedience" and that their solutions perhaps lay in a renewed obedience to the Law.³²

To the extent that being industrious may be related to similar experiences in one's earlier life, the higher academic achievement on the part of the effective clergy in college³³ and seminary³⁴ bears some mention.

Satisfaction with one's work would seem to be related to a positive and industrious outlook. Ashbrook³⁵ found that effectiveness was associated with some degree of satisfaction with Protestant clergymen's tasks of ministry, but yet "enough dissatisfaction to keep a

minister sensitive to his people and the realities of his situation." Satisfaction with the local ministerial position and work was associated with effectiveness in the 70 MRP, but no differences appeared between more and less effective groups in satisfaction with the ministry in general as one's profession.³⁶

Serving as a Model. The pastor is to be "above reproach" (I Tim. 3: 2), "well thought of by outsiders" (I Tim. 3: 7). He should also "set the believers an example in speech and conduct, in love, in faith, in purity" (I Tim. 4: 12), or, in the words of the first letter of Peter (5: 3), be an example "to the flock." As St. Paul explained the necessity for his own service (II Cor. 6: 3), "we put no obstacle in any one's way, so that no fault may be found with our ministry."

Such a "model" life should, of course, be no more than living one's own humanity, even with the indwelling Spirit, and it will be less than perfect. The admission of one's own limitations and faults, sometimes in public, sometimes in private, need not stain a pastor's reputation. Nor, on the other hand, must the pastor's life be just a show for others, a facade covering the real man inside, for the man of God is advised to "let his love be genuine" (Romans 12: 9). He is therefore to be consistently real as a man of God, circumspect, exercising authority, responsibility and accountability to God and to his family and congregation.

Ten different district presidents (37%) saw the effective minister as one who is an example to others (4), sincere (1), open (3), human (1), exhibits a neat personal appearance (2) and has a sense of humor (1). Openness (1) is the only characteristic in this area observed by one president upon the basis of his experience with the parish of an ineffective pastor.

No research evidence related to this criterion appears to be available.

Leadership Skill. The general area of leadership seems to be particularly important to district presidents, even though there does not appear to be a Scriptural criterion in the listing used here which employs this specific label. Almost half of the presidents (44%) used the terms, "administrative ability" (6) and leadership (9), to characterize their effective pastors, while 41% described effectiveness, from observation of the ineffective men, as being a good leader (3), and organizer (1), and in terms of working with the people (2), leading people to serve (6), and leading people to social concern (1).

Ministerial researchers have also devoted a good deal of attention to leadership. Able leadership among effective ministers is suggested by special interests in organizational and administrative skills—LCA,³⁷ an ability to manage a parish efficiently—Episcopalians,³⁸ a favorable leadership style match with the parish—MS,³⁹ skills and attitudes related to the achievement of professional goals—Methodists,⁴⁰ and leadership which is both aware of people and skillful in task activity—Protestants.⁴¹ Missouri Synod district presidents, who had been asked to rate very effective and less effective ministers

included in the 70 MRP, regarded 98% of the very effective as especially able in leadership, and 73% of the less effective as lacking good leadership.⁴²

In addition, Jackson had found that among his Methodist ministers "the failure to be effective in leadership seemed to have begun early in the lives of the least effective ministers."⁴³

The evidence that the effective minister in his leadership functioning is both task- and person-oriented,⁴⁴ concerned with long-range goals—Episcopalians,⁴⁵ reveals habits of professional planning—Methodists,⁴⁶ and still other results from the Missouri Synod studies⁴⁷ may suggest that the effective minister operates with a flexible leadership style, i.e., that he adjusts his style to the requirements of the situation in the parish.

DEVELOPMENT OF PERSONAL VALUES AND GOALS

That the pastor has developed and internalized personal values and goals would seem to be taken for granted. Explicit formulations of criteria which seem to be directly associated with this over-arching characterization include his being experienced in the faith and flexible.

Experienced in the Faith. The pastor must not "be a recent convert, or he may be puffed up with conceit and fall into the condemnation of the devil" (I Tim. 3: 6). He should rather have his faith integrated in his life so that he is able to display mature Christian behavior. There is therefore need for him to have been tested and proved before he assumes the pastoral office.

Characterizations of this criterion from 19% of the district presidents included reference to the effective minister as a man of faith (1), a man of prayer (1), faithful to the Word and theologically sound (2), understanding the Lord's will (1), and showing a basic integrity (1). Being faithful to the Word (1) is the description given to effectiveness by one president in looking at the parish of an ineffective clergyman.

There is no research evidence at all which refers directly to this criterion, but there are many findings which might bear an inferential relationship. Probably the most closely related would include the finding by Rader with his Methodist clergy effective in pastoral care who were averse to practical, useful and materialistic values,⁴⁸ suggesting that their values may have been more in accord with mature spiritual values. Effective Missouri Synod pastors in the 70 MRP rated certain values at both the present and future (expected) levels of attainment more highly than the less effective pastors. These values included autonomy, opportunity for service and personal development. It is perhaps significant to note that the two MS groups did not differ on their ratings of the importance ascribed to any of the areas.⁴⁹ In other words, the values were equally important to all, but the actual current attainment or development of them, as well as what might be expected in the future, did favor the effective ministers.

Still other background characteristics may be indirectly pertinent to the criterion of "experienced in the faith." These include the

greater frequency for the effective clergy to have fathers in a professional or managerial occupation,⁵⁰ and to be from a smaller family of one or two children⁵¹ or, as a contrasting result in the same study, from a family of four or more children.⁵² Age was correlated with effectiveness in one study,⁵³ with the older man less effective, and no significant correlation was found in another.⁵⁴ In addition, the more effective ministers attended larger schools and colleges⁵⁵ as well as a church related college,⁵⁶ concentrated in the behavioral sciences, humanities and fine arts, and in philosophy,⁵⁷ more frequently took courses in religion as well as philosophy⁵⁸ or did not elect a religion major in college.⁵⁹ Finally, Dyble⁶⁰ found that men more effective in parish management held more lay occupations before entering the ministry and those effective in personal enrichment and in working with children and youth had more continuing education experiences.

Flexible. What term can best describe the pastor who is genial, not quarrelsome (I Tim. 3: 3), "having nothing to do with stupid, senseless controversies. . . . is courteous to everyone. . . . ready to overlook grievances" (II Tim. 2: 23-24; cf. also Romans 12: 18)? The essential characteristic can well be a flexibility and open-mindedness which enables the pastor to accept a person with feelings and ideas different than his own, to listen carefully without feeling that his own values are threatened, and then to adapt wherever necessary and however possible to the existing situation. The flexible pastor who is secure within himself will also be willing and able, in the manner of the Apostle of love, to "try the spirits to see if they are of God" (I John, 4: 1) and even to be open to changing his own thinking and behavior if he needs to attain greater accord with God's Word.

Five district presidents (19%) described the effective pastor as being flexible (5). Only two (7%) used the terms, flexible and adaptable (2), as they looked at the less effective men in their districts.

Douglas⁶¹ described his effective Episcopalian clergy as showing flexibility of temperament, and Ham⁶² noted the effective Protestant pastor's "freedom to be responsive to his own needs and reaction to strong emotional needs from outside." Problem cases identified by Missouri Synod district presidents displayed a rigidity in their personality,⁶³ quite clearly the opposite of the desired flexibility.

COGNITIVE FUNCTIONING

It would seem clear that a minimum level or standard of intellectual ability should be required for an adequate understanding and communication of the truths of Scripture on the part of the pastor. One district president suggested that an average ability was necessary to be effective in certain parishes. Varying research results have appeared with regard to the association of higher levels of ability with ministerial effectiveness. While Ham⁶⁴ found his effective mainstream Protestant minister to be higher in verbal intelligence, and with no difference on the performance IQ, as measured by the Wechsler Adult Intelligence Scale, Missouri Synod pastors in the

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70 MRP revealed no difference on either the verbal or quantitative scores of the Graduate Record Examination Aptitude Test.⁶⁵

As far as Scriptural criteria for ability are concerned, it appears that an absolute level is not the major issue, but rather the application or functioning of the ability. The criterion seems to be the pastor's effectiveness in being a facilitator of learning.

Effective Facilitator of Learning. Being an "apt teacher" (I Tim. 3: 3; II Tim. 2: 24) requires that the pastor not merely tell another person something, but that he enable that person to learn, absorb, and even internalize the material being communicated. The process of teaching is not completed, therefore, until the recipient has not just heard, but has at least considered the communicated material.

To be sure, the pastor "must hold firm to the sure word as taught, so that he may be able to give instruction in sound doctrine and also to confute those who contradict it" (Titus 1: 9). The pastor cannot teach well unless he knows the sure word which is the basis for doctrine. However, the purpose of being an "apt teacher" is not simply to speak the Word or to show him who disagrees with it where he is wrong, but with patience and skill to enable the other person to understand and accept the sound doctrine itself. This requires more than a "hit and run" tactic. It demands the development and use of particular skills of perceptive listening, empathy, and concreteness in communication. If there is genuine concern for the other person, the pastor will listen first to understand him carefully, without feeling threatened by opposing or even ad hominem arguments, and then begin on common ground to enable him to see what God has to say to him and all people, including the pastor himself.

Many of the characterizations referring to the criterion of showing consideration could well apply to this area as well. However, 26% of the presidents still included specific descriptions of effectiveness such as being a good teacher (5) and listener (3). Still other terms, including being down-to-earth (1), sensitive and listening (6), and starting where the people are (3), were offered by 37% of the presidents after reviewing their less effective clergymen and their parishes.

Skillfulness in communication was a prominent factor among effective Episcopalian ministers studied by Douglas⁶⁶ and the LCA men investigated by Benson and Tatar.⁶⁷ Critical incidents of ministerial effectiveness selected by Missouri Synod laymen and clergy also placed special emphasis upon communicative abilities.⁶⁸

OTHER FACTORS

There are some additional research results which do not appear to be suited for any of the Scriptural criteria which have been mentioned. These are factors dealing primarily with the particular parish or situation in which the pastor is located. Six such factors were included for review in the 70 MRP.⁶⁹ No differences between

more and less effective Missouri Synod pastors were found from one geographical location (regions of the United States and Canada) to another, in size of the community in which the parish is located, in type of parish as single or multiple congregational parish, and in age of the parish.

However, the more effective pastors were found in significantly greater frequency in larger parishes (300+ communicants) and in those which were self-sustaining rather than subsidized. However, if effectiveness were related to the size and type of parish, then the men in the top and bottom effectiveness groups who had the larger, self-sustaining parishes should have received significantly higher effectiveness ratings than the men in those respective groups who had the smaller, subsidized parishes. Such a result did not appear. It would seem more reasonable to suggest, therefore, that effective men serve in all types and sizes of parishes and that they more frequently "graduate to" or are called to the larger and self-sustaining congregations.⁷⁰

In his study of Protestant ministers Ashbrook⁷¹ found that attendance at worship and membership gain were significantly correlated with effectiveness. He also found that the parishioners judged the church success and adequacy of religious training in the parishes of effective ministers to be higher. The more effective Missouri Synod pastors, as well as their district presidents, more frequently regarded their parishioners as cooperative and participating, while apathy and indifference described the parishes of the less effective men.⁷²

Finally, varied results appeared with regard to the extra-parish activity on the part of the pastor. Interest and involvement in such activity was more regularly a part of the effective LCA and Missouri Synod ministers,⁷³ but evidence on the opposite side includes the report of dissatisfaction with activity outside the parish for Protestants⁷⁴ and one result which revealed no difference between more and less effective Missouri Synod men.⁷⁵

DISCUSSION AND CONCLUSIONS

Before naming characteristics of ministerial effectiveness, we need to determine the degree of assurance there exists for using any of the criteria listed in this study. The question may then be raised about the advisability of making changes in the present set of criteria. Is there also any direction which the research offers in pointing to still other criteria? Finally, what are the implications for the education of seminarians and pastors in service?

Adequacy of the Criteria. Is there enough support for any of the criteria to indicate that effectiveness can be specifically identified?

Personal judgments by this writer of the adequacy of the data from each source are recorded in Figure 1. Three levels of adequacy—much, some, and minimal or none—are provided.

FIGURE 1
JUDGMENT OF CRITERION ADEQUACY

RELATIONSHIP WITH OTHERS

Degree of Adequacy	Much		x		x	x	x	x		
	Some	x		x						
	Minimal or None							x x		
		Scripture	Church Leaders	Research	Scripture	Church Leaders	Research	Scripture	Church Leaders	Research
		<i>Criterion Source Sociable</i>			<i>Criterion Source Considerate</i>			<i>Criterion Source Faithful in Familial Relationships</i>		

STABILITY

Degree of Adequacy	Much					x		x	
	Some		x	x	x		x		
	Minimal or None								
		Scripture	Church Leaders	Research	Scripture	Church Leaders	Research		
		<i>Criterion Source Temperate</i>				<i>Criterion Source Self-disciplined</i>			

DEVELOPMENT OF PERSONAL VALUES AND GOALS

Degree of Adequacy	Much		x						
	Some			x		x	x	x	
	Minimal or None				x				
		Scripture	Church Leaders	Research	Scripture	Church Leaders	Research		
		<i>Criterion Source Experienced in the Faith</i>				<i>Criterion Source Flexible</i>			

LEADERSHIP

Degree of Adequacy	Much	x	x	x	x	x	x	x		
	Some							x		
	Minimal or None					x				
		Scripture	Church Leaders	Research	Scripture	Church Leaders	Research	Scripture	Church Leaders	Research
		<i>Criterion Source Industrious in the Church's Work</i>			<i>Criterion Source Serving As a Model</i>			<i>Criterion Source Effective Facilitator of Learning</i>		

COGNITIVE FUNCTIONING

There appears to be very good agreement at a high level of adequacy for four criteria—considerate, self-disciplined, industrious in the church's work, and effective facilitator of learning. Industriousness and love or consideration are both highly supported by research

findings and district presidents' observations as well as Scriptural references. However, self-discipline appears to be only reasonably adequate in the presidents' characterizations but high in the other two areas, while facilitating learning is only reasonably adequate in the research area and high in the others.

For five of the remaining six criterion areas the findings suggest overall reasonable adequacy (sociable, temperate, experienced in the faith, flexible, and serving as a model). Only one area, faithful in familial relationships, seems inadequate as a measure of effectiveness. Although this criterion is authoritative as a requirement for ministry, it has no adequate observational or research evidence, at least as yet, to link it to *effective* ministry.

Overall, it would seem that both the high and the reasonable levels of adequacy are quite sufficient to assure our use of a criterion. This judgment would then apply to all the criteria in this listing except the one referring to the familial relationships.

The Effective Minister. What do we know now about ministerial effectiveness? As we look at the nine criteria which seem to be well associated with effectiveness, it appears that all these data tell us not so much what an effective minister does, but who he is and how he carries out his ministry. The criteria used here include four which represent basic, underlying attitudes, and five which emphasize the manner in which behavioral functions of the minister are executed. In each case, an effective minister will likely show more of the characteristic than a less effective man.

Concern, love or considerateness and a well-ordered stability are two main attitudinal characteristics of the pastor which are to guide him in all of his behavior. In addition, if effective ministry is to result, the pastor will show a solid faith integrated in his life and exhibit his desire to be a Christian example in his life.

Of apparently equal importance for effectiveness are the ways the minister serves. He displays an energetic and joyful industriousness, gentleness or patience, and flexibility in expressing his own feelings and in responding to the needs of others. In addition, he proves himself to be an apt teacher.

Changes in the Present Criteria. Is it possible that other criteria of effectiveness may be substituted for any of the present set? Can another characteristic receive better support from Scripture, observation and research? We need to review and compare the data sources, looking first at the Scriptural source.

Only one of the sources of data is inherently authoritative. The Scriptural criteria cannot be disputed insofar as the labels are truly representative of or correspond faithfully to the Word of God from which they are derived. In only one case, however, is a criterion labeled with the same term as used in Scripture—self-disciplined.

Another six of the criteria (considerate, faithful in familial relationships, experienced in the faith, industrious in the church's work, serving as a model, and effective facilitator of learning) seem to be quite similar to the Scriptural words or to be well supported with other Biblical references. The labels for the remaining three

criteria (sociable, temperate, and flexible) are judged to have only moderate support from the Scriptural bases.

In view of their firm relationship to the supporting Word and also to the expert observational and significant research findings, there are three highly adequate criteria of effectiveness—considerate, industrious, and effective facilitator of learning. It would seem probable, then, that changes might be considered for the remaining seven criteria. The changes may be made in labeling the criterion itself or in retaining the label and finding more observational or research support.

If, in accord with our efforts to identify adequate criteria of effectiveness, a change should be needed in the labeling of any of the criteria, there are three ways in which this can be effected. A different term would be needed to refer, first, to only one Scriptural item, if the previous label included several, second, to the same Scriptural items but with a different emphasis, or third, to a different combination of Scriptural items. If such a new label would be offered, a different alignment of expert observations and research findings would likely be needed. It seems possible that these data could be applied in some way to other criterion labels.

It is possible, of course, that the criterion label is still appropriate and that there is only a lack of supporting observations and/or pertinent research results. This might apply especially to three criteria. No definite observations or research findings at all were reported for the faithful in familial relationships criterion, and research has not even attempted to locate characteristics related directly to being experienced in the faith and serving as a model.

Although all except one of the criteria to date appear to have at least a reasonable degree of support from the data sources, we still need to devote more study and research to establish with assurance our set of criteria.

Other Factors. Does any of the presently available research suggest that we may need more criteria than we have now? The research results which are related to the leadership category but not specifically to either of the two criteria in that category show that this area requires much more attention in both Scriptural and empirical research. It may be that leadership is too broad a concept and would instead require more specific delineation to relate to some of the other existing criteria.

It appears, however, that at least another criterion area is necessary for assessing effectiveness besides the possibility of general leadership skill and in addition to the Scriptural criteria already reviewed here. The data from research results and extra district presidents' observations suggest that a pastor's effectiveness may be enhanced or tempered somewhat by certain factors in the situation in which he serves.

A few research results suggest the "common sense" feeling that various factors in a parish and community can make a difference. It makes sense, for example, that a general atmosphere of cooperation or of apathy among the parishioners can have considerable effect upon the degree of the minister's effectiveness.

Reference by district presidents to various situational factors also suggests that a pastor's effectiveness may depend upon the presence of other than Scriptural criteria. One president, for example, noted that a man of only average ability could function effectively in a certain parish, even with the implied assumption that the pastor would be only average in respect to his rating on the regular Scriptural criteria. Conditions may have been just right in that parish for a man who would be average in ability and in other areas to produce an effective ministry.

Other presidents referred to the need for politically conservative leanings, involvement in community affairs, previous experience, the ability to relate to a rural community, and the development of skills in evangelism. All of these items, according to other details in the presidents' statements, seem to pertain to particular situations which required certain assets on the part of the pastor if he were to be effective there.

These data offer a great challenge in research now to identify those characteristics in the ministerial situation—parish and community—which bear special weight in determining a pastor's effectiveness.

A final item mentioned by eleven different district presidents and not associated in this study with any of the other criteria mentioned is the reference to strong and inspirational preaching as a characteristic of effectiveness. It seems that this item is probably better treated as a ministerial function which can reflect one or several of the regular criteria. For example, rather than serve as a criterion by itself, the strong and inspirational preaching is probably more indicative of certain aspects within the other criteria, such as joy or confidence in industriousness, sincerity in the modeling area, good teaching as a facilitator of learning, common sense in being self-disciplined, or Gospel-centered in considerateness.

Seminary and Continuing Education. In addition to giving us more definite data for the assessment of the eligibility of ministerial candidates and of the effectiveness of pastors, the material in this study offers bases for specific objectives for the training of seminarians and for the continuing education of pastors in the field. If we are interested in developing curricula and programs which lead to more than just average competency, we have the opportunity to make good use of these research results.

Of special note is the difference between these criteria and our ordinary objectives which focus upon the accumulation of knowledge and understanding and upon the development of skills. The Scriptural criteria are affective in type and require a much different approach for their development in an individual. This is not to say that other categories of objectives are no longer necessary for ministerial education, but rather that they should no longer receive an almost exclusive attention in seminary education or in pastoral conferences or workshops. In fact, the objectives of knowledge and skills are very necessary, but, if a comparison is needed, they are probably subordinate to development in the criterion areas listed here. We

must add that if effective ministry is to occur the one cannot get along without the other.

It is also important to recognize that the traits identified by these criteria are not so closely related to supposedly inherited personality tendencies, or to those developed early in life, that they cannot show regular change within an individual in later life. Certainly, if, as we believe, the Spirit can motivate and effect change within a person, why should we not provide clearer channels and better means for such development? It can be done, if we only permit God's Spirit to guide us in this exceedingly important challenge.

FOOTNOTES

1. Members of the Personal Development Committee during the period of 1972 to 1974 included Professors G. Aho, V. Bohlmann, J. Costello, J. Fritz, R. Martens, W. Meyer, A. Nauss, D. Schlecht, and R. Schultz, and students G. Bock, J. Frahm, B. Henke, B. Holstein, S. Knapp, and C. Ortloff. Prof. L. Petersen served as a consultant.
2. Allen Nauss, "Ministerial Effectiveness Research: Past and Future," *Concordia Seminary Studies*, 73-7, November, 1973.
3. Kenneth Breimeier, "The Relation between Selected Personality, Interest, and Ability Measures and Ministerial Effectiveness," Unpublished paper, 1963.
4. Allen Nauss, "Toward Excellence in the Ministry," *Concordia Seminary Studies*, 73-1, January, 1973.
5. The arabic numeral in the parentheses refers to the number of presidents responding with a word preceding it or with a descriptive word or phrase similar to it. For many of the criteria individual presidents each supplied several adjectives used to describe a single criterion. The percentage figure in the sentence is intended to refer to the number of *different* presidents who responded with adjectives fitting under the respective criterion.
6. Breimeier, *op. cit.*, 5; Nauss, *op. cit.*, 25.
7. Douglas E. Jackson, *Factors Differentiating between Effective and Ineffective Methodist Ministers*, Unpublished Ph.D. Dissertation, Northwestern University, 1955, 98.
8. John E. Dyble, "Report to ad hoc Ministry Study Committee," Unpublished Paper, Office of Research, Board of Christian Education, United Presbyterian Church in the U.S.A., 1972, 27.
9. Howard M. Ham, "Personality Correlates of Ministerial Success," *Ilfiff Review*, 17, 1960, 6-7.
10. J. Victor Benson and Mikihiro Tatara, "A Longitudinal Investigation of Psychological Test Characteristics of LCA Clergymen Correlated with Other Criteria Measures of Effectiveness," Unpublished Confidential Preliminary Draft Report to the Board of Theological Education, Lutheran Church in America, 1967, 11.
11. William T. Douglas, *Predicting Ministerial Effectiveness*, Unpublished Ph.D. Dissertation, Harvard University, 1957, 49.
12. Jackson, *op. cit.*, 108.
13. Ham, *op. cit.*, 8-9.
14. John A. Benton, Jr., *Perceptual Characteristics of Episcopal Pastors*, Unpublished Ph.D. Dissertation, University of Florida, 1964, 46-52.
15. Blaine B. Rader, "Pastoral Care Functioning," *Ministry Studies*, 3, 1969, 26.
16. Allen Nauss, "Perceptual Characteristics of More and Less Effective Ministers," *Concordia Seminary Studies*, 73-3, 1973.
17. Jackson, *op. cit.*, 132-137.

18. Dyble, *op. cit.*, 21.
19. Allen Nauss, "The Relation of Pastoral Mobility to Effectiveness," *Review of Religious Research*, 15, 2, Winter, 1974, 83-84.
20. Molly Harrower, "Mental-Health Potential and Success in the Ministry," *Journal of Religion and Health*, 4, 1964, 55-58.
21. Rader, *op. cit.*, 26.
22. David Carroll, "A Follow-up Study of Psychological Assessment," in W. C. Bier, Ed., *Psychological Testing for Ministerial Selection*, New York: Fordham University Press, 1970, 179.
23. Benson and Tatara, *op. cit.*, 8.
24. Dyble, *op. cit.*, 26.
25. Allen Nauss, "The Effectiveness of Missouri Synod Pastors," *Concordia Seminary Studies*, 72-8, 1972, 9-10.
26. Dyble, *op. cit.*, 18.
27. Nauss, "Perceptual Characteristics of More and Less Effective Ministers," *op. cit.*, 7.
28. Jackson, *op. cit.*, 95-99.
29. Allen Nauss, "The 1970 Ministerial Research Project," Unpublished Data. Also, Nauss, "Perceptual Characteristics of More and Less Effective Ministers," *op. cit.*, 7-8.
30. Benson and Tatara, *op. cit.*, 8.
31. Nauss, "Perceptual Characteristics of More and Less Effective Ministers," *op. cit.*, 7-8.
32. Benton, *op. cit.*, 47.
33. Benson and Tatara, *op. cit.*, 12.
34. Nauss, "Toward Excellence in the Ministry," *op. cit.*, 23-24.
35. James B. Ashbrook, "Ministerial Leadership in Church Organization," *Ministry Studies*, 1, 1967, 24.
36. Nauss, "The 1970 Ministerial Research Project," *op. cit.*
37. Benson and Tatara, *op. cit.*, 11.
38. Douglas, *op. cit.*, 49.
39. Nauss, "Toward Excellence in the Ministry," *op. cit.*, 14-16.
40. Jackson, *op. cit.*, 110.
41. Ashbrook, *op. cit.*, 24.
42. Nauss, "The Effectiveness of Missouri Synod Pastors," *op. cit.*, 22.
43. Jackson, *op. cit.*, 72-73.
44. Ashbrook, *op. cit.*, 24.
45. Douglas, *op. cit.*, 122.
46. Jackson, *op. cit.*, 105.
47. Breimeier, *op. cit.*, 5. Also Nauss, "Toward Excellence in the Ministry," *op. cit.*, 14-16; "The Open System Model for Pastoral Leadership," *Concordia Seminary Studies*, 71-8, 1971, 10-20.
48. Rader, *op. cit.*, 26.
49. Nauss, "Perceptual Characteristics of More and Less Effective Ministers," *op. cit.*, 7-8.
50. Jackson, *op. cit.*, 64-65. Also Philip J. Allen, "Childhood Backgrounds of Success in a Profession," *American Sociological Review*, 10, 1955, 188-189.
51. Allen, *op. cit.*, 188-189. Also Dyble, *op. cit.*, 15.
52. Dyble, *op. cit.*, 15.
53. Ashbrook, *op. cit.*, 19.
54. Nauss, "The 1970 Ministerial Research Project," *op. cit.*
55. Allen, *op. cit.*, 188-189.
56. Dyble, *op. cit.*, 16.

57. Benson and Tatara, *op. cit.*, 12. Also Allen, *op. cit.*, 188.
58. Benson and Tatara, *op. cit.*, 12.
59. Allen, *op. cit.*, 188.
60. Dyble, *op. cit.*, 16.
61. Douglas, *op. cit.*, 49.
62. Ham, *op. cit.*, 7-8.
63. Nauss, "The Effectiveness of Missouri Synod Pastors," *op. cit.*, 10.
64. Ham, *op. cit.*, 5.
65. Nauss, "Toward Excellence in the Ministry," *op. cit.*, 23.
66. Douglas, *op. cit.*, 49.
67. Benson and Tatara, *op. cit.*, 11.
68. Allen Nauss, "The Nature of Ministerial Effectiveness," *Concordia Seminary Studies*, 72-1, 1972, 7.
69. Nauss, "Toward Excellence in the Ministry," *op. cit.*, 5-9.
70. Nauss, "Perceptual Characteristics of More and Less Effective Ministers," *op. cit.*, 10.
71. Ashbrook, *op. cit.*, 27-39.
72. Nauss, "The Effectiveness of Missouri Synod Pastors," *op. cit.*, 6.
73. Benson and Tatara, *op. cit.*, 11. Also Breimeier, *op. cit.*, 5.
74. Ashbrook, *op. cit.*, 24.
75. Nauss, "Perceptual Characteristics of More and Less Effective Ministers," *op. cit.*, 7-8.

Editor's Note: Dr. Nauss has been receiving increasingly more attention from all circles, including Christianity Today for his personality studies in connection with the pastoral ministry. This article should speak to a wide audience in connection with professional excellence.