

# Leadership University

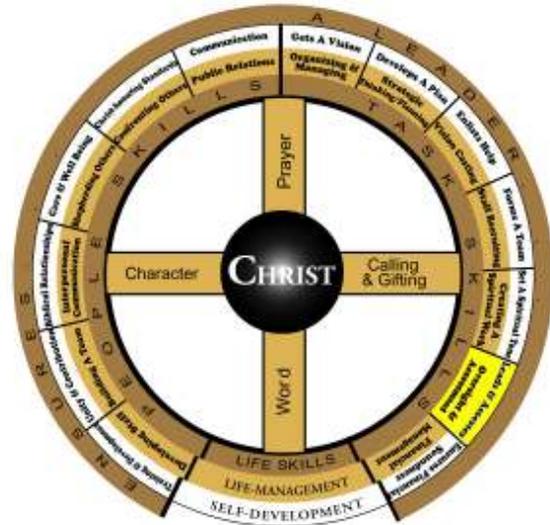
## Task Skills – Oversight and Assessment

### Character Development Observations

National Leader Development Project

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What are some of the signs/observations that a staff supervisor should be alert to concerning the possibility of a character need in the life of the staff?

- When visiting a staff area, listen to what people are saying, or not saying ... what do they talk about, what do they tell you ... do they share with great freedom, or are they cautious and selective? Why? Is it your presence as a supervisor or something else? You also need to spend time with and listen carefully to the spouse?
- If you hear something "**unusual**" twice (from the staff themselves or from the people), it may be very wise to ask about and pursue it. It may be something that needs to be talked about (i.e. "I'm very tired" ... "the organization doesn't seem to have any direction").
- If there are consistent over-reactions to normal situations ... the situation does not call for the **kind of response** that is being demonstrated ... why? Could be stress, could be a character issue.
- If there is evidence of reoccurring inconsistencies ... people speak about them and you see them ... the supervisor needs to pursue this and see how he can help.
- If the staff person is spending increasing amounts of time by himself ... people are not sure where he is most of the time ... he/she is **not communicating** about where they are.
- An indicator would be the communication process between the husband and wife ... are they committed to connecting with each other in their communication ... do they talk about "real" things ... are they involved **together in heart** in the ministry.

- Is there evidence of joy in the life of the staff? Is there something robbing him/her of their joy? Are they more focused on ministry than on Christ? Is the Lord dealing with these issues in their lives?
- They seem to either focus on the future or on the past, but are not able to understand and **embrace the present**. Why do they not respond to the current realities? This could manifest itself in the fundraising area, providing for their family, etc.

When supervisors travel into staff areas or spend time with staff, they **should not** be constantly looking for character areas to correct. Our main responsibility is to care for the staff, to encourage, love and help them in every way we can. Staff need to know we are committed to them and want God's very best for them. But we must also be open to what the Lord may show us. If there are character needs, the supervisor must have the commitment and courage to help the staff with these issues.