

MINISTRY WELLNESS REPORT

Kurt Peters

December 31, 2023 at 8:21:54 AM



Dear Kurt,

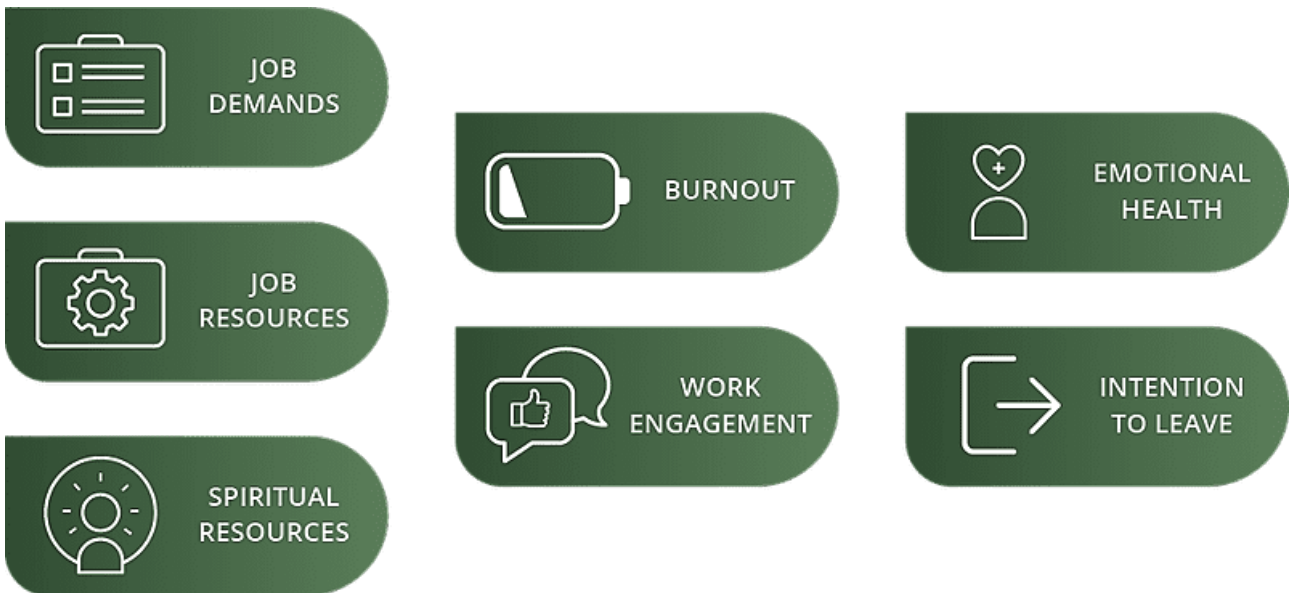
Thanks for investing time in your ministry wellness. The purpose of this report is to sharpen your awareness and help you reflect on how you are “really” going in ministry. The assessment considers various aspects of your person, ministry and relationships, in order to equip you to take proactive action that you might thrive and endure.

Take your time to read, reflect, pray and talk with someone about the results in this report. If your results concern you please reach out as outlined on page 16.

Understanding Leader Wellness and Burnout

The Leader Wellness assessment is built upon the research and experience of Dr Grant Bickerton. His research examined occupational stress and well-being among Christian ministry workers. This work spanned the domains of organisational psychology, stress and coping, health psychology, and the psychology of religion and spirituality.

This assessment breaks leader wellness and burnout into 7 related parts. Each part is the combined total of 1-4 contributing factors. Each factor is given a rating compared to a sample of 2600 Christian ministry workers. The purpose of the rating is not to give an exact measure of your wellness but to indicate potential areas of risk and growth in your approach to sustainable long-term ministry.





Job Demands

Job demands are any aspects of our work (tasks we do, relationship dynamics, even physical environments) that require energy and effort to meet. Job demands are not necessarily negative but if not replaced can deplete energy resources leading to exhaustion. Job demands factors are:

Workload, Work/Home Interference, Interpersonal Conflict, Role Ambiguity



Job Resources

Job Resources are those aspects related to your work that help a you achieve work tasks, reduce job demands and/or the strain associated with them and stimulate personal growth and development. Job resources factors are:

Autonomy, Leader/Mentor Support and Growth Opportunities.



Spiritual Resources

Spiritual resources consist of beliefs and practices related to your relationship with God that help people be more resilient and confident in ministry tasks.

Spiritual resource factors are: Sense of Calling, Secure Attachment to God



Burnout

Burnout is a psychological state related to work-related features that cause chronic stress that drains our energy resources.

Burnout factors are: Emotional Exhaustion, Disengagement.



Work Engagement

Work engagement is a positive state of motivation and fulfilment that characterises some who is well in their work.

Work engagement factors are: Vigour/Energy, Dedication, Absorption.



Emotional Health

Burnout and/or low work engagement results inevitably in negative emotional health. The emotional health factors assessed in this report draws from the DASS 21 assessment and include: Depression, Anxiety, Stress.



Intention to leave

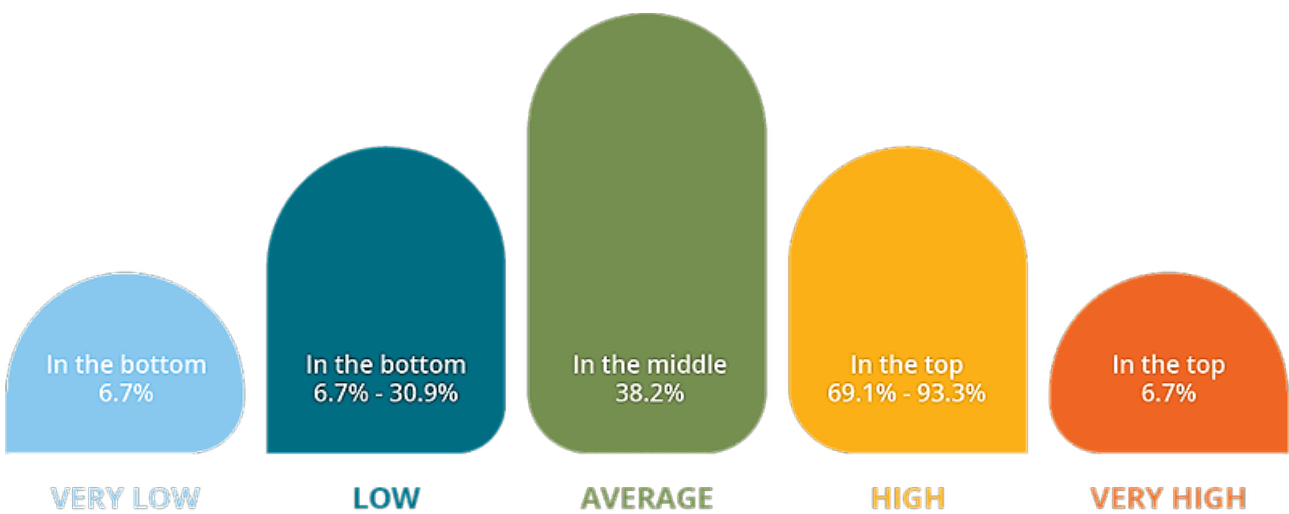
Research among Australian clergy and others in Christian ministry indicates that burnout and/or low work engagement result in greater absenteeism and intentions to leave the ministry.

How to read the report




















The following pages contains a breakdown of ratings for each wellness factor. Please note that HIGH is not always a good rating and LOW a bad rating e.g. Very High job resources is a good thing but very high job demands can be disastrous. Therefore start with 'IMMEDIATE ACTION' factors followed by 'EXPLORE FURTHER'. After these areas are considered take your time to consider the rest of the report to further develop the areas within the 'HEALTHY RANGE'. To dive deeper into the results consider getting a personalised debrief.

Your Overall Ministry Wellness Result

 JOB DEMANDS	 JOB RESOURCES	 SPIRITUAL RESOURCES	 BURNOUT	 WORK ENGAGEMENT	 INTENTION TO LEAVE
AVERAGE	VERY LOW	VERY LOW	HIGH	VERY LOW	VERY HIGH
HEALTHY RANGE	IMMEDIATE ACTION	EXPLORE FURTHER	EXPLORE FURTHER	IMMEDIATE ACTION	EXPLORE FURTHER



Your response is compared with 2600 other Christian ministry workers

Ministry Wellness Area		Rating	Action Required?
 WORKLOAD		LOW	HEALTHY RANGE
 WORK/HOME INTERFERENCE		LOW	HEALTHY RANGE
 INTERPERSONAL CONFLICT		AVERAGE	HEALTHY RANGE
 ROLE AMBIGUITY		AVERAGE	HEALTHY RANGE
 AUTONOMY		VERY LOW	IMMEDIATE ACTION PAGE 7/8
 LEADER/MENTOR SUPPORT		VERY LOW	IMMEDIATE ACTION PAGE 7/8
 GROWTH OPPORTUNITIES		VERY LOW	IMMEDIATE ACTION PAGE 7/8
 SENSE OF CALLING		VERY LOW	IMMEDIATE ACTION PAGE 9/10
 SECURE ATTACHMENT TO GOD		AVERAGE	HEALTHY RANGE
 COLLABORATIVE RELIGIOUS COPING		VERY LOW	IMMEDIATE ACTION PAGE 9/10
 VIGOUR		VERY LOW	IMMEDIATE ACTION PAGE 11/12
 DEDICATION		VERY LOW	IMMEDIATE ACTION PAGE 11/12
 ABSORPTION		VERY LOW	IMMEDIATE ACTION PAGE 11/12
 EMOTIONAL EXHAUSTION		HIGH	EXPLORE FURTHER PAGE 13/14
 DISENGAGEMENT		VERY HIGH	IMMEDIATE ACTION PAGE 13/14
 INTENTION TO LEAVE		VERY HIGH	EXPLORE FURTHER PAGE 15
 DEPRESSION		NORMAL	HEALTHY RANGE
 ANXIETY		NORMAL	HEALTHY RANGE
 STRESS		NORMAL	HEALTHY RANGE

If the results concern you seek further investigation by a GP or other health professional.



Job Demands

COMBINED RESULT

AVERAGE

WORKLOAD	HOME INTERFERENCE	INTERPERSONAL CONFLICT	ROLE AMBIGUITY
LOW	LOW	AVERAGE	AVERAGE
Workload concerns having too many work demands for the time and energy resources available.	Work demands bleed into home life, impeding opportunities to detach from work and replenish energy.	Interpersonal conflict can be both direct or indirect based on real and perceived differences.	Role ambiguity concerns a lack of clarity regarding duties, expectations or required outcomes.

Result In comparison to other ministry workers, your current ministry requires average levels of sustained physical and/or psychological effort and subsequent stress. Bear in mind this average result is made up of 4 factors (workload, interpersonal conflict, role ambiguity and work/home interference). Check out the divergence between these results for further areas of exploration.

Reflect If you are about to start a busy season or a difficult season of conflict or uncertainty, what new job or spiritual resources could you develop to sustain the increase in job demands?

Prayer Thank God for providing the opportunity to serve him through your work. Even though the demands of your work are not overwhelming don't forget to bring the details of your ministry to the Lord.

Action Keep an eye on any increases or decreases in your current work demands. Take advantage of this time to develop job resources and spiritual resources for future times of increased demand. Get some training in conflict resolution or take the time to clarify your role. Look for other people who might be having a particularly busy season and support them however you can.



Job Demands Breakdown

WORKLOAD

LOW

Workload (or work-OVER-load) concerns having too many work demands for the time and energy resources available. The experience of acute fatigue from short periods of very high workloads – even up to a couple of months, does not need to result in burnout if people can recover during restful periods at work or home. However, when this kind of overload is a chronic job condition, and the eight-week stint stretches out to months and years without the compensatory opportunity to rest, recover, and restore balance, energy depletion and chronic exhaustion are inevitable.

Sometimes work overload is caused by a person being mismatched with particular work roles that they may lack the skill or natural inclination for – when it is required in reasonable quantities. Such work mismatches drain energy faster than may be expected and can result in exhaustion.

HOME INTERFERENCE

LOW

Vocational Christian ministry is known to have a high level of overlap between work and non-work domains of life. As such, work demands can bleed into home life, impeding opportunities to detach from work and replenish energy. Boundaries between work and non-work domains become blurred; therefore, one can feel like they are always “on” or are used to feeling like they need to be “on” even at home. The result is less efficient recovery and greater exhaustion over time.

INTERPERSONAL CONFLICT

AVERAGE

Interpersonal conflicts are strongly related to burnout among Australian Christian workers. Yet interpersonal conflicts are inevitable within communities where spiritual convictions and preferences are involved. Interpersonal conflicts may exist with those one serves alongside, that one serves, or between others in the community. All these are wearing on energy and are associated with increased cynicism. Sometimes it is not a direct conflict but rather a conflict of varying values related to ministry. Mismatches of values within teams are also wearing over time and are associated with a constant sense of tension and frustration.

ROLE AMBIGUITY

AVERAGE

Role ambiguity concerns a lack of clarity regarding duties required, expectations of others, or outcomes that suggest tasks are completed. One is never sure if they are doing the “right” things or how much is reasonable for a day or week’s work. When my role is ambiguous, I never know if I have done enough, and so I can find it hard to stop. Of course, throw cross-cultural factors into this mix and the ambiguity of expectations and role can be greatly magnified.



Job Resources

COMBINED RESULT

VERY LOW

AUTONOMY	LEADER/MENTOR SUPPORT	GROWTH OPPORTUNITIES
VERY LOW	VERY LOW	VERY LOW
Autonomy refers to the degree of freedom and independence a person has over their work and is a resource for greater work engagement.	Leader and mentor support is a motivational resource that provides fresh information and insights and reduces the sense of workplace isolation.	Growth opportunities is the degree a workplace enables personal/skill development. It is job resource that diminishes the effect of work demands.

Result In comparison with other ministry workers, your current ministry provides a very low level of job resources to support you in ministry. The lack of job resources is reducing the opportunity you have to achieve your ministry goals. Over time this will reduce your motivation, increase the impact of your work demands and risk of burnout.

Reflect What leaders and mentors could you connect with to develop the ministry? What opportunities for growth are you not taking advantage of? Of course, you are probably already feeling like you have no time, so what will you NOT do in terms of giving out, so you can be resourced yourself?

Prayer Ask God for more job resources (autonomy, growth opportunities, leader/mentor support) in the ministry to enable you to sustain the demands. Ask God to reveal the resources he has provided and the humility to ask for help.

Action Your lack of job resources is a significant issue. Consider how you could take time to deepen the job resources you draw upon in your ministry. Are there new growth opportunities or are there other leaders that could help you? Reach out to one potential mentor over the next month and have a coffee with them. If you are struggling with lack of autonomy in your role, make time to talk with your ministry leader about giving you more freedom in your ministry. Take time to read a book, attend a conference or enrol in a course to grow in your ministry skills.



Job Resources Breakdown

AUTONOMY

VERY LOW

Autonomy refers to the degree of freedom and independence a person has over aspects of their work such as work related decisions such as when and how to accomplish one's work tasks. Discretion concerning which roles a ministry worker is responsible to fulfil, and their level of autonomy and control over how they fulfil them, has been positively related to well-being among ministry workers.

LEADER/MENTOR SUPPORT

VERY LOW

Support from leaders and mentors is a motivational resource as it can provide fresh information and insights on how to improve work performance, solve work related problems, and reduce the sense of personal and professional isolation.

GROWTH OPPORTUNITIES

VERY LOW

Growth opportunities assess the degree to which one's work place provides personal and skill development. Such opportunities could be to develop in the current role, to develop new skills to take on a new role, or just a sense that one is developing holistically being in this work environment.



Spiritual Resources

COMBINED RESULT

VERY LOW

SENSE OF CALLING	SECURE ATTACHMENT TO GOD	COLLABORATIVE RELIGIOUS COPING
VERY LOW	AVERAGE	VERY LOW
<p>Calling refers to the degree to which a person thinks, believes, or is convicted that God desires them to be active in their current work role.</p>	<p>Secure attachment to God assesses a person's experience of God as safe and loving. Research suggests secure attachment helps manage stress.</p>	<p>Collaborative Religious coping is characterised by the person actively addressing the stressor, yet consciously drawing support and empowerment from God.</p>

Result

In comparison with other ministry workers, you have a very low level of spiritual resources in your personal relationship with God. Your experience of God is rarely personal, intimate and safe. This personal relationship with God is not a regular means of sustaining the stress of ministry. Your lack of spiritual resources puts you at high risk of burnout.

Reflect

What short circuits your time with God when ministry gets hard?
 What are you choosing to turn to in times of stress rather than God?
 What prevents you from experiencing a personal, intimate and safe relationship with God?
 What originally motivated you to join and serve in your role? Has anything morphed, been added, or lost?

Prayer

Ask God to help you reconnect with him and revive your trust in him. Ask him to give you the motivation to find your greatest joy in your relationship with him and to learn to turn to him for help as your loving Father. Ask God to unearth, refine, or reaffirm some central convictions he wants to shape concerning your ministry role.

Action

Do everything you can to develop your relationship with the Lord. This is your most significant resource for thriving and enduring in ministry. Take some time in the next week to spend an extended time pursuing God through reading the bible, singing, praying or some other spiritual discipline. Mark in your calendar some times devoted to building on your relationship with the Lord over the next month. Don't let previous defeats in attempting to reconnect with the Lord prevent you from trying again. Connect with a trusted friend, mentor, pastoral supervisor or spiritual director to help you find ways to enhance your spiritual resources.



Spiritual Resources Breakdown

SENSE OF CALLING

VERY LOW

In the Bible, “calling” is used in a variety of ways, mostly concerning God’s effective work of bringing all Christians to salvation (Romans 8:28). For the purpose of this assessment, calling refers to the degree to which a person thinks, believes, or is convicted that God’s desires them to be active in their current ministry work role.

SECURE ATTACHMENT TO GOD

AVERAGE

Secure attachment to God assesses a particular experience of relating to God that is characterised as safe. It means to depend on and be close to God, a confidence that He will not abandon or reject you. While this involves theological content, it is more concerned with a person’s felt experience and confidence than pure orthodoxy. Research suggests that secure attachment to God assists with managing stress and building confidence to move forward in ministry.

COLLABORATIVE RELIGIOUS COPING

VERY LOW

Collaborative religious coping is a style of managing ministry stress characterised by both the person being active while at the same time relying on God. The person takes an active stance to address and cope with the problem they are facing, while also consciously drawing support and a sense of personal empowerment from God as they actively engage the stressor at hand.



Work Engagement

COMBINED RESULT

VERY LOW

VIGOUR	DEDICATION	ABSORPTION
VERY LOW	VERY LOW	VERY LOW
Vigour is the sense of having energy for your work. It includes mental resilience and the willingness to invest effort.	Dedication measures how significant and worthwhile we believe our work to be. It includes seeing your work as a positive challenge, meaningful and even inspiring.	Absorption concerns feeling positively and happily engrossed in one's work. It relates to the concept of "flow" where one can feel pleasantly lost in their work.

Result

In comparison with other ministry workers you have a very low level of ministry engagement. You are rarely motivated or fulfilled and have well below average levels of energy and dedication. You struggle significantly to be absorbed by the work of the ministry. This result typically comes from boredom in the ministry or high levels of burnout. If low engagement is combined with a high burnout result, you are at risk of poor mental health.

Reflect

What factors have led to your current state of disengagement from the ministry?

Prayer

Ask God to help you reconnect with him and revive your trust in him. Ask him to give you the motivation to find your greatest joy in your relationship with him and to learn to turn to him for help as your loving Father. Ask God to unearth, refine, or reaffirm some central convictions he wants to shape concerning your ministry role.

Action

You are going through a really tough season of staying motivated in the ministry. This could be for a variety of reasons. Take some time to stop and reflect on what is and isn't working for you. This might require talking to a professional (psychologist, counsellor, pastoral supervisor) to get an outside perspective on your situation. Take some significant action as soon as possible as if this continues you are at a high risk of burnout.



Work Engagement Breakdown

VIGOUR

VERY LOW

Vigour is all about energy - it is the sense of having energy for, and being energetic about ministry. It is a core element of engagement and includes mental resilience, the willingness to invest effort into work, and persistence even in the face of difficulties.

DEDICATION

VERY LOW

Dedication in ministry relates to how significant and worthwhile we consider what we are involved in. It reflects seeing one ministry work as a positive challenge. important, meaningful and even inspiring to be involved in.

ABSORPTION

VERY LOW

Absorption concerns feeling positively and happily engrossed in one's work. It relates to the concept of "flow", where one can feel pleasantly lost when doing aspects of ministry work, and time seems to "fly".



Burnout

COMBINED RESULT

HIGH

EMOTIONAL EXHAUSTION	DISENGAGEMENT
HIGH	VERY HIGH
Emotional Exhaustion is a chronic sense of being overextended and totally depleted of one's emotional and physical resources.	A distant, indifferent attitude towards one's work, characterized by exerting minimal effort to fulfil role obligations.

- Result** In comparison with other ministry workers, you are at high risk of burnout in your ministry. You are struggling with high levels of emotional exhaustion. You may feel disengaged from your ministry work and a lack of energy for the tasks involved. This lack of energy could involve a loss of care for the people you serve.
- Reflect** What factors have led to your current state of exhaustion/disengagement in the ministry?
- Prayer** Ask for wisdom on how you can make wise decisions to begin to respond to and repair your significant ministry burnout. Pray for God to provide you with the people, resources, rest and support you need and the humility to ask for help.
- Action** Your current level of burnout needs to be responded to. If you are going through a busy season make sure time for restoration is coming soon. If this level of burnout will not end soon, you will need to take some time to stop and make wise decisions about how you could begin to improve your ministry wellness. This might require talking to a professional (GP, psychologist, counsellor, pastoral supervisor) to get an outside perspective on your situation.



Burnout Breakdown

EMOTIONAL EXHAUSTION

HIGH

Exhaustion is the central quality of burnout and the most obvious manifestation of this complex syndrome. It is often the first sign and "root" of burnout. Exhaustion here is a chronic sense of being overextended and totally depleted of one's emotional and physical resources. One feels absolutely "spent", and as if they have nothing left to give.

DISENGAGEMENT

VERY HIGH

Disengagement refers to distancing oneself from one's work and experiencing negative attitudes toward the work itself. It involves doing tasks mechanically without involvement, feeling that work is increasingly meaningless, and desiring to be doing another job. Disengaged ministry workers exert minimal effort, have lowered productivity, and have withdrawn cognitively and emotionally from their roles.

Overall Well-being

All the factors that have been addressed so far generate an overall sense of well-being in ministry. This overall sense is measured by the presence or absence of intentions to leave ministry work, and the presence or absence of depression, anxiety, and stress symptoms.



Emotional Health

This report uses the DASS 21, a self-report questionnaire designed to measure the severity of a range of symptoms common to both depression and anxiety. Although the DASS 21 may contribute to the diagnosis of anxiety or depression, it is not designed as a diagnostic tool. If your result is concerning to you seek further advice from a GP or other health professional.

DEPRESSION	ANXIETY	STRESS
NORMAL	NORMAL	NORMAL



Intention to Leave

TURNOVER INTENT	VERY HIGH
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Intention to leave measures how much people are thinking of leaving their current ministry. Intentions to leave can arise for a variety of reasons, of which high levels of burnout and very low levels of motivation or boredom are a few very significant ones. A high result in this area is not a cause to panic but is a useful starting place for reflecting on what factors are contributing to the desire to move on. Leaving carries with it further stresses and should be considered slowly and wisely alongside those who know you and your situation.

Concerned about the Results?

If you are concerned with any of the results in this assessment please seek out psychological and medical help ASAP. Some websites that could be helpful include:

- Beyond Blue: www.beyondblue.org.au
- Lifeline: www.lifeline.org.au
- Or google "[mental health help](#)"

Investing further in your Ministry Wellness

a. Get debriefed by a Ministry Wellness specialist

The Ministry Wellness debrief provides deeper insight into the numbers behind your assessment results. It will enable you to create concrete action plans in order to thrive and endure in ministry.

Go to <https://red-sheep.splose.com/booking>

b. Consider getting a Red Sheep Pastoral Supervisor

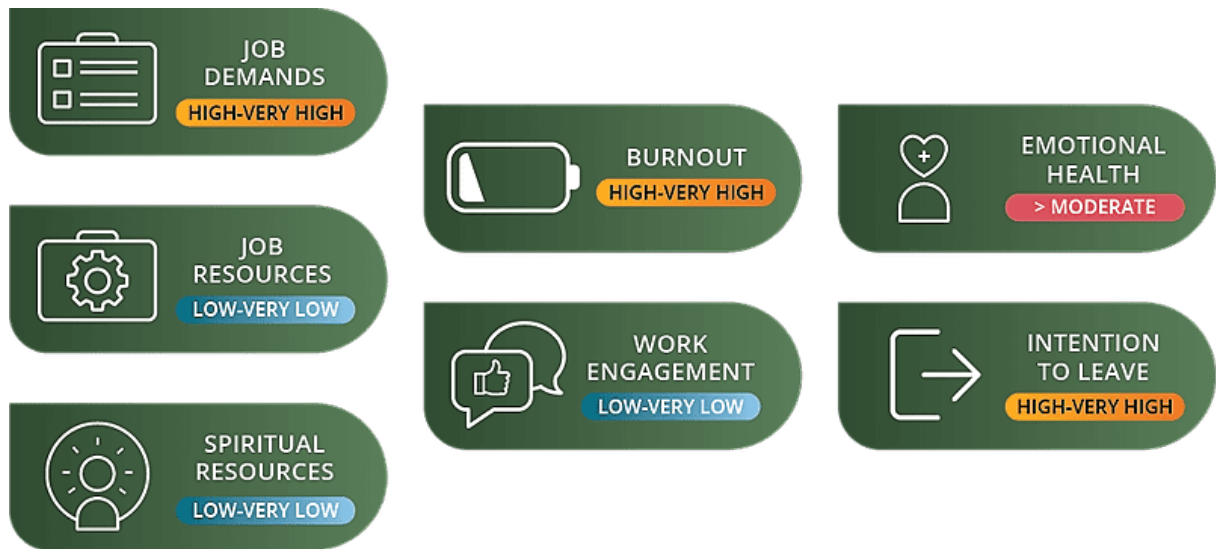
An even better option might be to sign up for 12 months (8 x 1 hour sessions) of Pastoral Supervision with Red Sheep.

Go to www.redsheep.com.au

c. Learn more about Wellness and Burnout - see over page

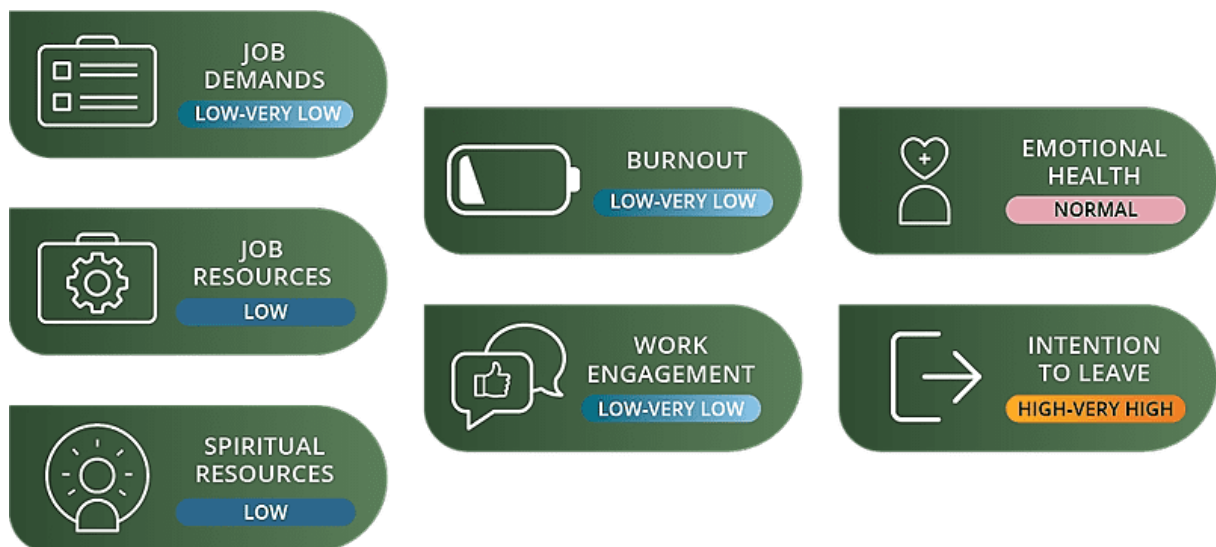
A Typical "Burnt-out" Profile

Very high job demands combined with low job/spiritual resources will eventually result in people feeling totally "Burnt-out". That is, high levels of burnout combined with very little motivation. It is important to note that although some personal factors are related to these negative states, feeling "Burnt-out" is primarily driven by stressful and demanding aspects of the ministry work. It is the work environment that is the strongest predictor of burnout, not individual characteristics.



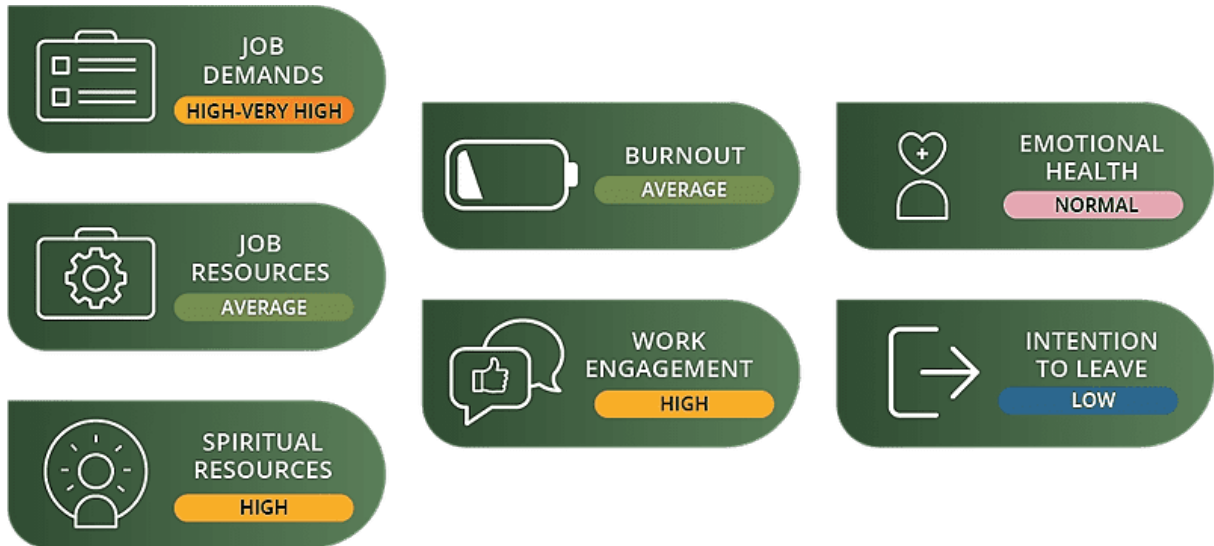
A Typical "Boredom" Profile

Although burnout appears to be the obvious threat to long term ministry wellness, a further threat is boredom in ministry. Low job demands coupled with low spiritual and job resources can result in feeling bored and under-stimulated leading to a high intention to leave. People suffering from boredom in ministry need to be just as intentional in making changes to increase their ministry wellness to endure long term.



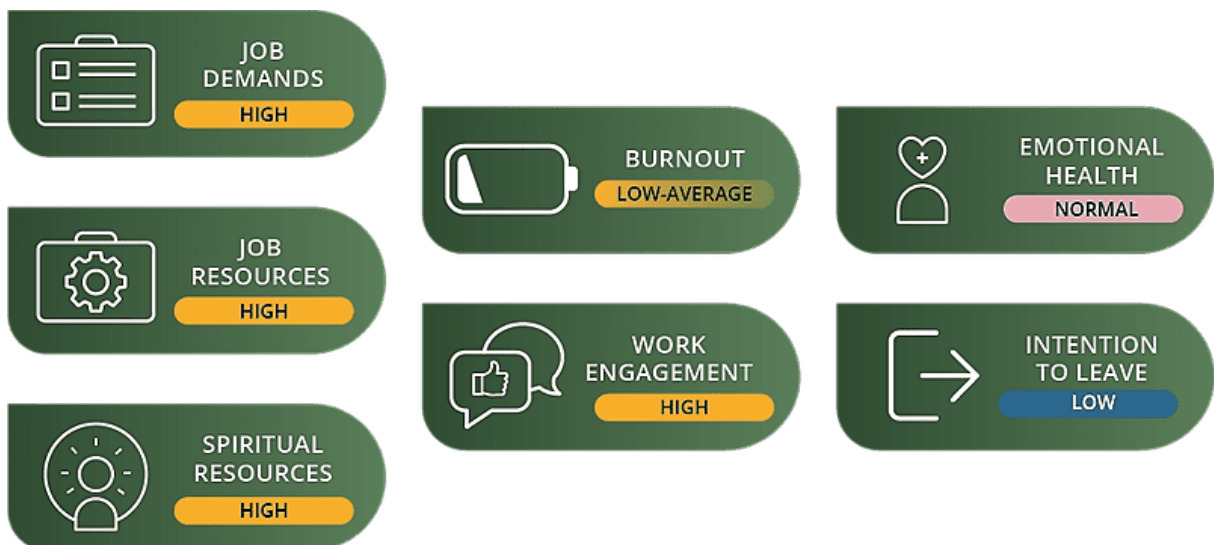
A Typical "Burning Hot" Profile

Sometimes high job demands, though stressful and tiring, can be experienced as challenges to meet, and when they are coupled with high solid job and personal resources, can result in an exciting and busy experience of ministry. This is a "Burning Hot" profile. However, one needs to be very careful as resources will tend to diminish over time in this state, leaving a person vulnerable to going from "Burning Hot" to "Burnt-out".



A Typical "Blessed" Profile

The ideal for ministry work is not simply avoiding burnout, but rather to be blessed (Matthew 5:1-11) living in right relationship with God and his world. Having the right kind of demands, even at higher levels, when combined with high spiritual and job resources that enable a person to meet those demands, results in a ministry state of "Blessedness" (see also John 4:34). That is, a person is motivated in their ministry tasks, burnout levels are in-check, resulting in low intentions to leave and emotional well-being.





MINISTRY WELLNESS REPORT

Administered by Red Sheep
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