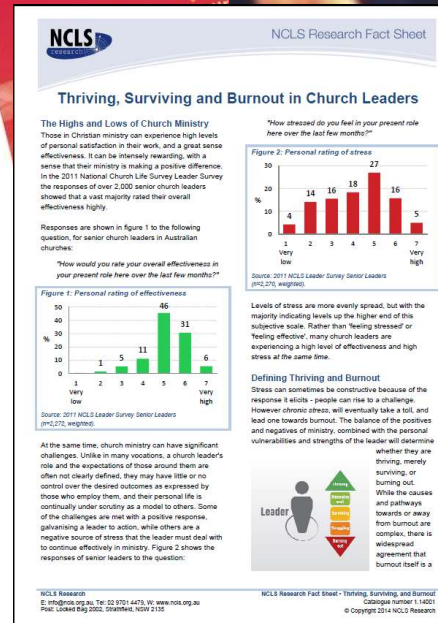


Sustainable Leadership

What helps leaders thrive in ministry rather than merely survive?

Developed from
20 years of NCLS research
among 10,000 church leaders
over 22 denominations
in 4 countries



What helps leaders thrive in ministry rather than merely survive?

Areas to explore:

- **Burnout and Thriving**
- **Sources of stress**
- **COVID as a example**
- **Personal resilience in ministry**

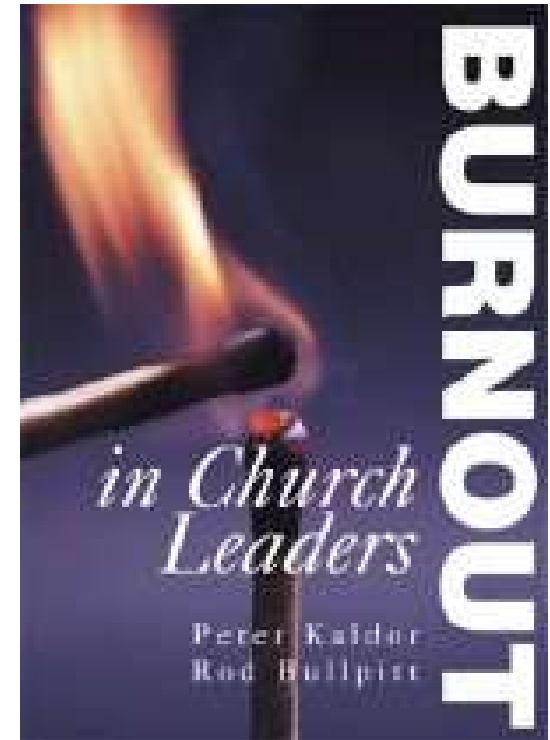


NCLS history on Burnout in Ministry

Book released in 2000 (Peter Kaldor and Rod Bullpit)

Used 1996 Leader Survey and Attender Survey

- Alban Institute Scale
- Stated a high level of burnout and at risk
- Many relationships to other factors
 - Personal characteristics
 - Dangerous congregations
 - Role-related stressors



NCLS history on Burnout in Ministry

Book released in 2009 (Peter Kaldor and John MacLean)

Used 2001 Leader Survey

- Focused on Leadership Strengths
- 32 pages on sustainable leadership
 - No burnout statistics
 - Focus on personal qualities for resilience
 - 6 Personal Foundations
 - NCLS still using this framework (modified)



Workplace or whole of life?

Burnout is a workplace phenomenon

Burnout is a sense of emotional exhaustion and lack of achievement caused by chronic stress in the workplace

Depression and Anxiety are whole-of-life phenomena

Depression is persistently depressed mood or loss of interest in activities, causing significant impairment in daily life.

Anxiety is characterised by feelings of worry, anxiety or fear that are strong enough to interfere with one's daily activities.

Two key terms

'Thriving' and 'Burnout'

Simply put, **burnout** is caused by long-term, unrelenting stress in the workplace

While the causes and pathways towards or away from burnout are complex, there is widespread agreement that **burnout** itself is a combination of **high 'emotional exhaustion'** with typical distancing and coping behaviours (often referred to as 'depersonalisation'), and a **low sense of personal achievement** and work satisfaction.

By **thriving** , we are referring to the reverse.

Emotional exhaustion



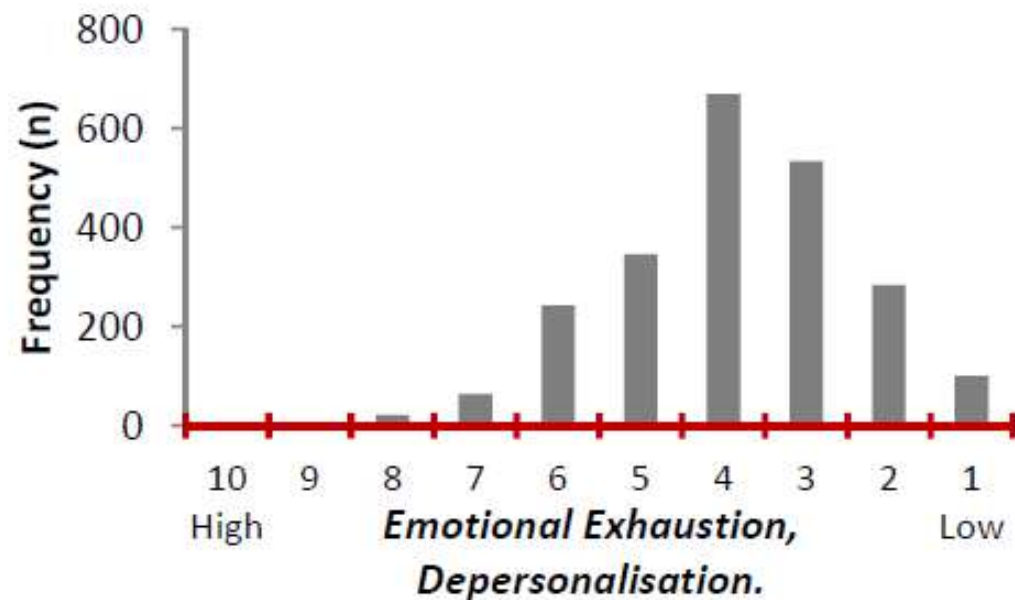
“I feel drained in fulfilling my functions here”

“Fatigue and irritation are part of my daily experience”

“I find myself spending less and less time with attenders”

Emotional exhaustion

High Emotional Exhaustion is an issue for a minority of senior leaders in Australian churches.



Source: 2011 NCLS Leader Survey Senior Leaders (n=2,266, unweighted).

Ministry satisfaction



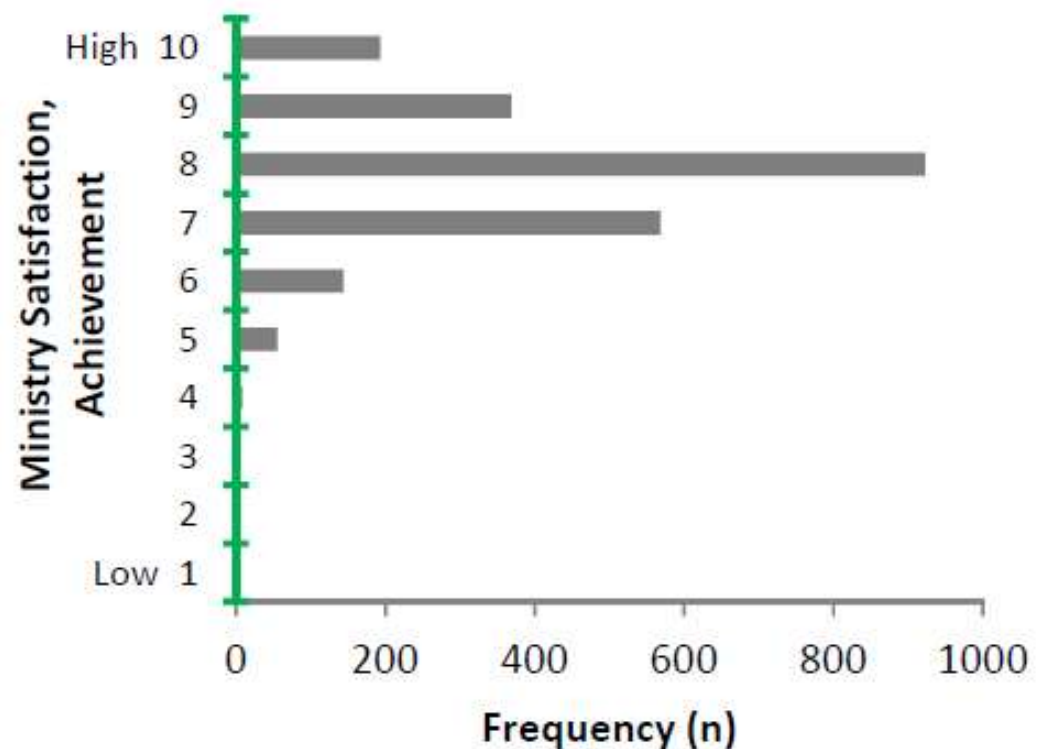
“I have accomplished many worthwhile things in my ministry here”

“I gain a lot of personal satisfaction from working with people here”

“I am really glad that I entered the ministry”

Ministry satisfaction

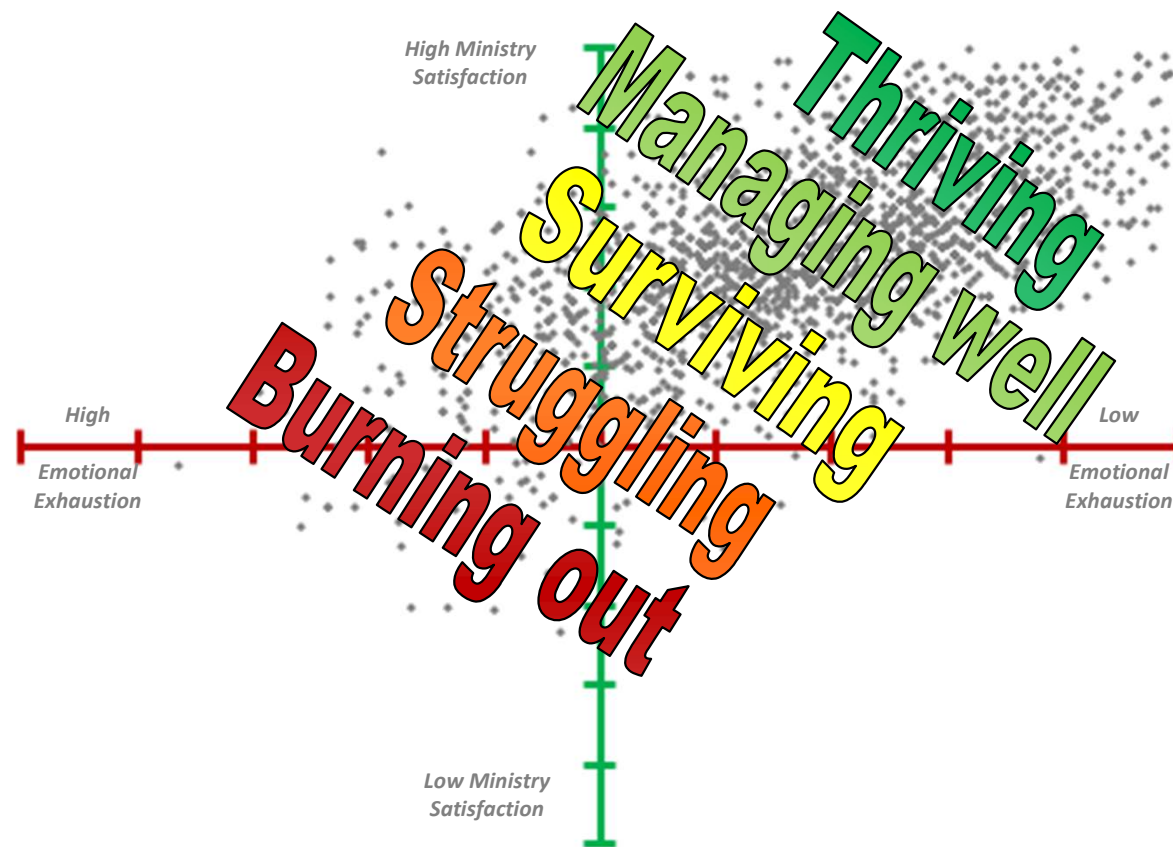
Most senior leaders in Australian churches register high levels of satisfaction in ministry.



Source: 2011 NCLS Leader Survey Senior Leaders
(n=2,266, unweighted).

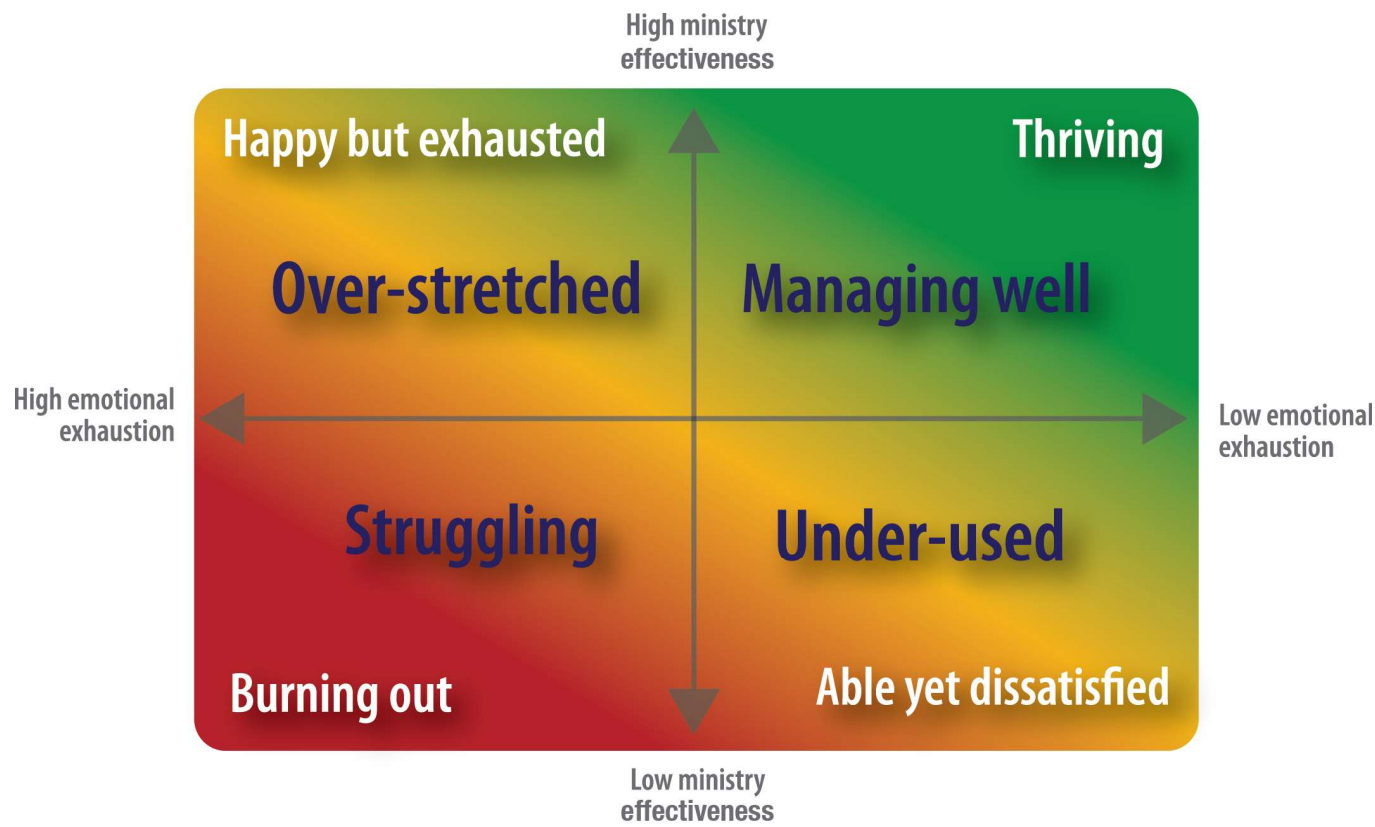
The combined result

Emotional exhaustion and ministry satisfaction



The combined result

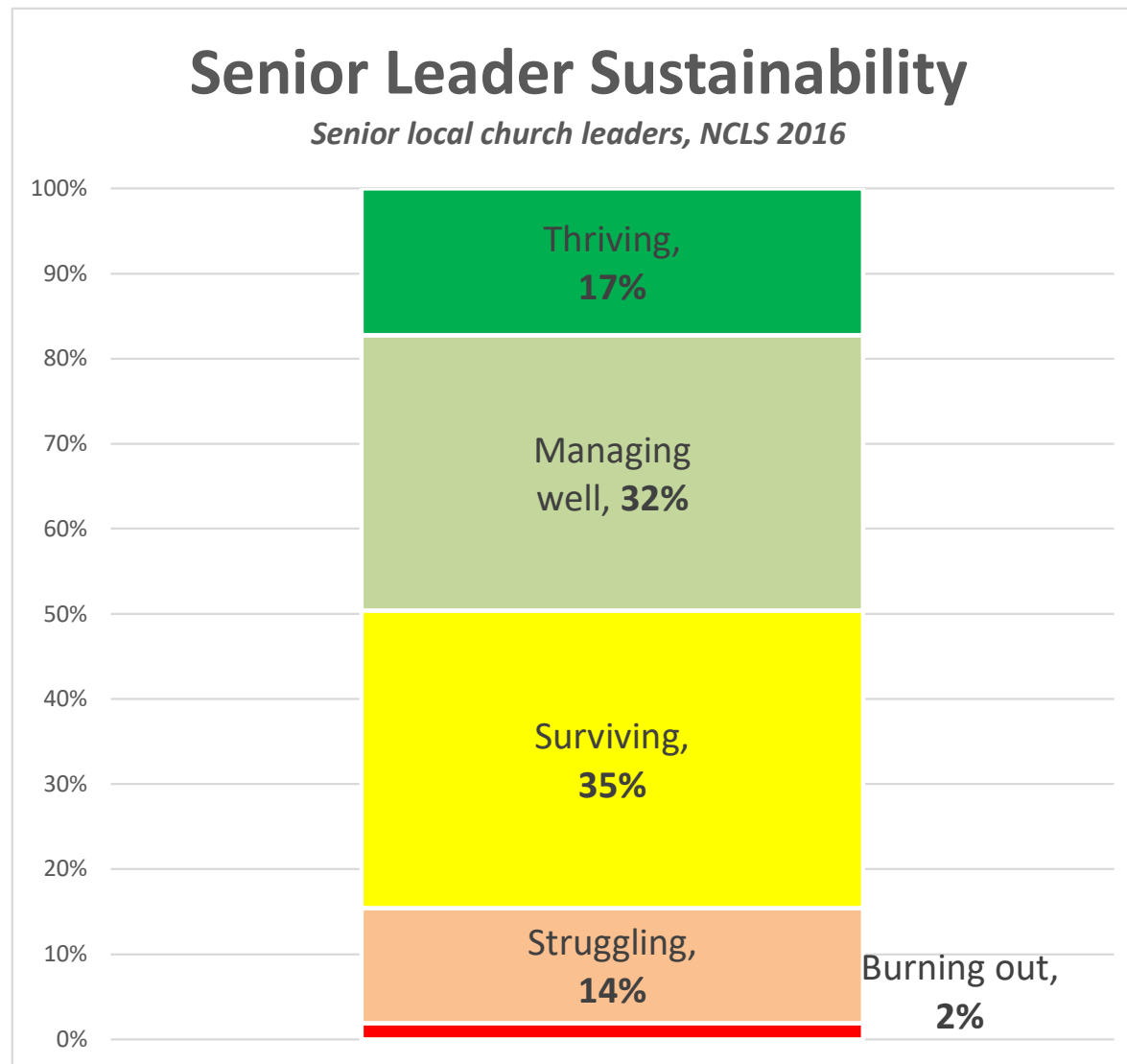
Emotional exhaustion and ministry effectiveness



The combined result

Emotional
exhaustion and
ministry
effectiveness

Australian Senior
Church Leaders,
2016



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