

Church Size Dynamic Chart

“One size doesn’t fit all...” is not only the title of a book but is a reality for Church Leadership. This chart presents four general categories of church size, each with its own organizing dynamic and leadership challenge. The answer to such questions as: *how is the church structured? Who provides direction and ministry? What is the role of a Board, of a Pastor, of Staff? What opportunities and challenges exist? How are decisions made and directions identified? How is vision developed and mission fulfilled? ...* differ according to size.

Church Size	SMALL CHURCH ... Family Church 50 – 200 [95% of churches in North America]	Large-SMALL CHURCH ... Pastoral Church 200 – 400 [3%]	SMALL-Large CHURCH ... Program Church 400 – 800 [1.5%]	LARGE CHURCH ... Corporate Church 800 – 1,200 [.5 %]
Structural Model	Collective Board Single Pastor; Ministry Board – Consensus Structure Shared responsibilities, little or no management hierarchy, decision by consensus, primarily relational	Working/Administrative Board Pastor/Staff; Working Board Working Board with some responsibility for operations, staff and board create plans and implement programs in consensus, balance between relational/programmatic concerns	Traditional Structural Board Senior Pastor/ Organizational Staff and Working Board Partnership between Board Chair and Pastor key to leadership and management, committees work in partnership with senior staff	Policy Governance Board Senior Pastor / Board Chair partnership Board develops policy, benchmark measurements, staff/executive plan – implement – and report ministry,
Board Role	Boards are primarily ministry partners focused on expanding the pastoral care - Leadership tends to reside in a few key personalities and/or families - Board work is primarily focused on immediate ministry concerns, and there is little distinction between Board membership and Ministry responsibility	Boards elevate their focus from congregational care to Mission/Vision development - Continue to coordinate the work of a variety of committees and groups - Learn to assess, evaluate, and approved/disapprove of ideas and activities that support the Church mission. - Develop new lay leadership	Boards focus primarily on creating policy and systems for performance management, maintaining accountability, and preventing vision drift - The governing board relinquishes the daily management of the church to the staff team to focus on vision direction and staff protection	Board grows smaller and operates from a strategic and generative mindset: - The board provides strong support and an accountability system to the head of staff - Other leaders learn to trust the decision-making lead of a smaller group
Pastoral Role	Relational Leadership: The Pastor must - Serve as a chaplain in relationship to the congregational needs - Primary focus on the functions of ministry as assigned and expected, management is related to personal pastoral responsibilities	Vision-Driven leadership: The Pastor must - Discern and articulate an energizing vision for the congregation, translating the vision into specific goals to be accomplished, and be able to clearly describe the congregation and it’s mission in real terms. - Elevate the generative activity of the board to work in a strategic partnership - Communicate a caring presence in the congregation while beginning to transfer the level of one-to-one care to others	Managerial Leadership: The Pastor must - Redirect a purely relational style of leadership with the congregation in order to provide management perspective, shifting the focus of care to the staff team and key lay leaders. - Guide and direct the collective performance of the staff team - Maintain vision focus while providing managerial direction	Strategic leadership. As the head of staff the Pastor - Learns to focus on the right things, say no to the wrong things, and spend time on the important things - Focuses on big picture rather than day-to-day management, projects the leadership image of the church
Staff/Team Role	Staff serve to supplement and assist the Pastoral role through specific tasks [secretarial, janitorial] and/or ministry assignments [worship, youth] - Staff are primarily drawn from volunteers or part-time employees. - Staff work assignments, while primarily directed by the Pastor, are subject to the direction of church leaders as needed	Addressing Specific Ministry Targets - Staff are added primarily to address specialized programs. - Staff addition is related to budget concerns - Challenge to begin to embrace staff identity as a distinct team - Balancing the work of a generalist with the work of a specialist	Organizing and Training Others to Minister - Because volunteerism can’t keep pace with leadership needs, staff serve to organize ministry - Staff carry responsibility to recruit and train volunteers - Staff move from general pastoral skill to specific ministry specialization - The executive leadership team emerges, consisting of both staff and key active lay leaders	Align the work of multiple staff subteams: - Integrate independent ministries into a coordinated symbiotic system - Program staff challenged to maintain a relational focus in ministry as the administrative components expand - Administrative support staff begins to match Program staff in numbers - Role of administrative director/pastor emerges as senior pastor focuses more time on strategic leadership and teaching.
Growth Challenge	Growth by Attraction: - Growth primarily derived through relationships, galvanized by pastoral contact rather than program involvement - Challenge to involve new people and initiate new ministries - Challenge to extending sense of purpose and vision beyond existing relationships	Assumptions about Growth must be examined: - The congregation must come to terms with an understanding of growth and its dynamics, whether growth is desirable and if the culture can accommodate growth. - Growth at this stage is primarily a leadership and vision issue.	Growth is related to capacity: - Ideas to generate growth are only limited by the capacity of the staff team and limitations of facility / resources. - The church’s capacity for growth is largely a function of the size and adaptability of its budget	Growth is assumed and planned - Growth to this size created an understanding and expectation of growth, including the idea that a lack of growth leads to stagnation. - Growth is an ongoing management issue. The nature and direction of growth is continually negotiated and strategically planned.

Resources: Adapted from Arlin Rothauge, *Sizing Up a Congregation for a New Member Ministry*; Gary McIntosh, *One Size Doesn’t Fit All*; Carl George, *Preparing Your Church for the Future*; Bob Gilliam, *Church Numerical Growth Plateaus*; Carl Dudley, *Effective Small Churches in the 21st Century*; Roy Oswald, *How to Minister Effectively in Family, Pastoral, Program, and Corporate Sized Churches*; Tim Keller, *Leadership and Church-Size Dynamics*; Glenn Lucas, *Size Matters: Mission, Ministry, Boards and Staff*

