

SECTION THREE

SURVEY TOTALS

This section contains templates for totaling the scores from each of the surveys listed below.

Worship Survey Totals

Staff Survey

Readiness Survey Totals

Staff Readiness Survey Totals

Official Body Readiness Survey Totals

Permission Giving Survey Totals

Staff Permission Giving Survey Totals

Official Body Permission Giving Survey Totals

Official Body Survey

You are strongly encouraged to use the files on the CD-ROM to help you in this task. Please refer to appendix 2 for complete information on how to use the files on the CD-ROM. You will be working with the following files:

- The Body Survey Totals Spreadsheet (D:\Spreadsheets\Body Survey-Totals Spreadsheet.xls)
- The Readiness Totals Spreadsheet (D:\Spreadsheets\Readiness Survey-Totals Spreadsheet.xls)
- The Permission Giving Totals Spreadsheet (D:\Spreadsheets\Permission Giving Survey-Totals Spreadsheet.xls)
- The Worship Survey Totals Spreadsheet (D:\Spreadsheets\Worship Survey-Totals Spreadsheet.xls)

Note that there is no spreadsheet to compile the staff survey data as it is mostly informational, both current and historical.

Worship Survey Totals

After conducting the survey in worship for four consecutive Sundays, add the responses from all four weeks together, divide by four, and record the results below. A spreadsheet to help tabulate and assemble this information may be found on the bonus software CD-ROM under the filename "D:\Spreadsheets\Worship Survey-Totals Spreadsheet.xls." This spreadsheet will do all of the tedious work for you. See appendix 2 for complete information on how to use the files on the CD-ROM.

1. I was born between
1900 and 1924 _____
1925 and 1945 _____
1946 and 1964 _____
1965 and 1984 _____
After 1984 _____
2. My gender is:
Male _____
Female _____
3. My marital status is:
Married _____
Single _____
4. The number of people in my car this morning was _____.
5. The number of miles I drive or commute to church is:
Less than one _____
One to three _____
Four to six _____
Seven to ten _____
Eleven to fifteen _____
More than fifteen _____
6. In relation to the church, my home is in what direction?
N____ NE____ E____ SE____ S____ SW____ W____ NW____
7. The number of miles I drive or commute to work is: _____.
8. The number of minutes I drive or commute to work is: _____.
9. What music do I listen to the most?
Country _____
Jazz _____
Classical _____
Christian _____
Hard Rock _____
Soft Rock _____
Easy Listening _____
1950–60s Music _____
News/Talk _____
National Public Radio _____
Rap _____
10. I am a:
New Visitor _____
Continuing Visitor _____
Member _____
I usually attend the _____ worship service.

11. Our yearly household income is:

- Less than \$7,500 ____
- \$7,500 to \$14,999 ____
- \$15,000 to \$24,999 ____
- \$25,000 to \$34,999 ____
- \$35,000 to \$49,999 ____
- \$50,000 to \$74,999 ____
- \$75,000 to \$99,999 ____
- \$100,000 to \$124,999 ____
- \$125,000 or more ____

12. Are you currently in a small group at the church (fifteen people or fewer)?

- Yes ____
- No ____

13. Are you currently serving in some capacity?

- Yes ____
- No ____

14. Do you have access to electronic mail?

- Yes ____
- No ____

Staff Survey Totals

There is no need for a Staff Survey Totals template since you can just place the data directly from the Staff Survey into the Complete Ministry Audit in section 4.

Readiness Survey Totals

The Readiness Surveys measure the “heart factor” of your church. A response of one indicates total agreement with the statement and a response of ten indicates total disagreement. The lower the score, the more heart the church has for ministry to people, and the better its attitude regarding what needs to be done in order to reach the unchurched. History has shown that churches with declining attendance and vitality averaging less than three on all the questions can reverse their pattern of decline without much difficulty. Declining churches scoring an average between three and four on all questions can reverse their pattern of decline, but it will be more difficult. Those scoring an average over four on all questions have a very difficult time reaching out to the unchurched without a major change in heart and attitude.

The higher the average score on all questions, the more difficult it will be for the church to make a transition, and the slower you should go. If the score is over four, the congregation needs to spend most of the next year simply focusing on who it is and why it exists. The score on each question also predicts the difficulty the church will have initiating change in a particular area. The higher the score on each question, the more difficult it is to make changes in that area without a change of heart.

The following scores are the averages of the responses from more than 250 churches. Every church scores higher on questions 6, 7, and 8 than on the other questions.

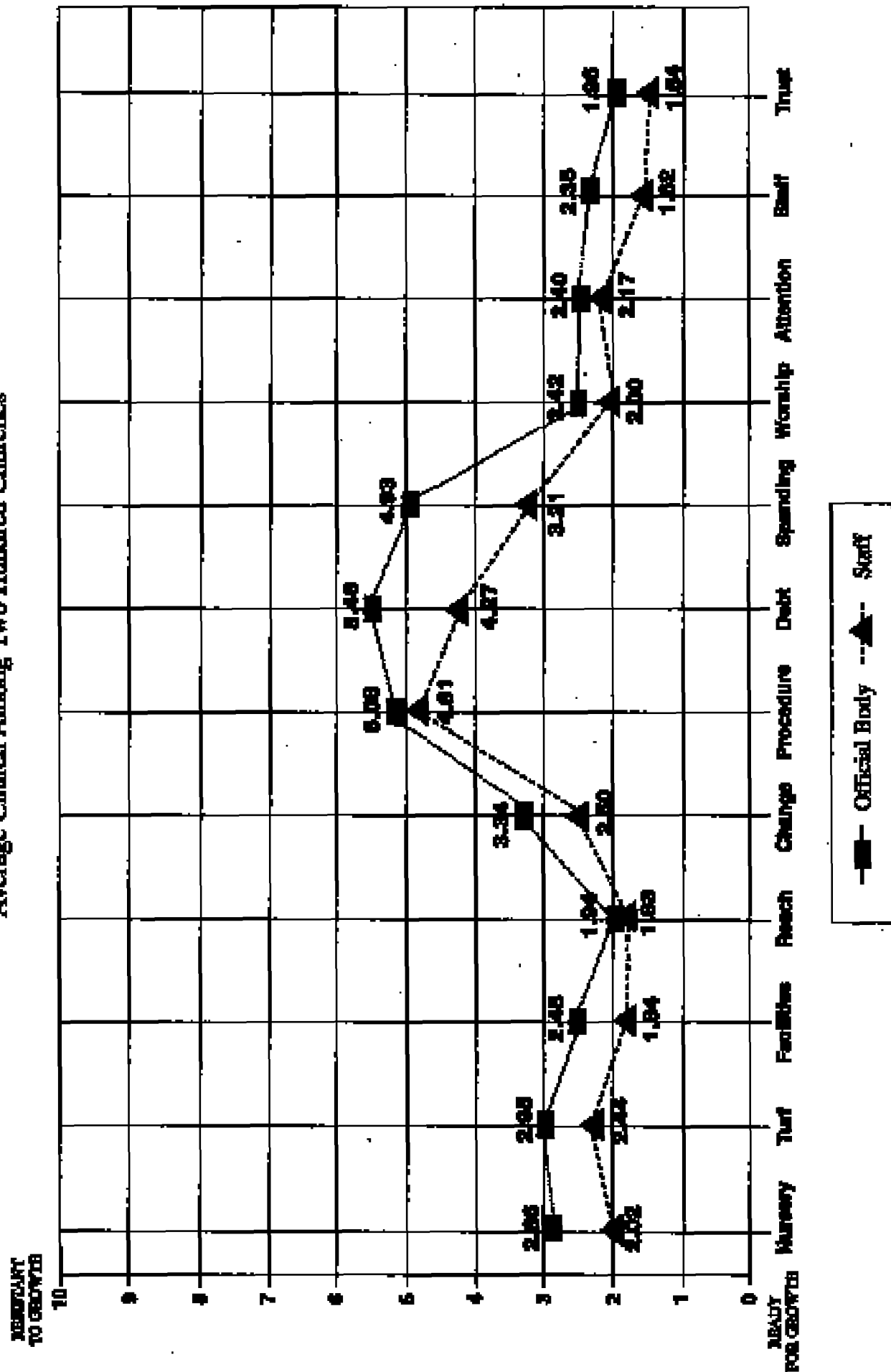
Question	Staff	Official Body
1. Nursery	2.02	2.86
2. Turf	2.44	2.95
3. Facilities	1.84	2.48
4. Reach	1.83	1.94
5. Change	2.50	3.34
6. Procedure	4.81	5.08
7. Debt	4.27	5.46
8. Spending	3.21	4.93
9. Worship	2.00	2.42
10. Attention	2.17	2.40
11. Staff	1.62	2.35
12. Trust	1.54	1.96

Examining the following sample readiness charts will give you an idea of how to use the survey responses to get a quick overview of the church's readiness to reach out to the unchurched or pre-Christian community.

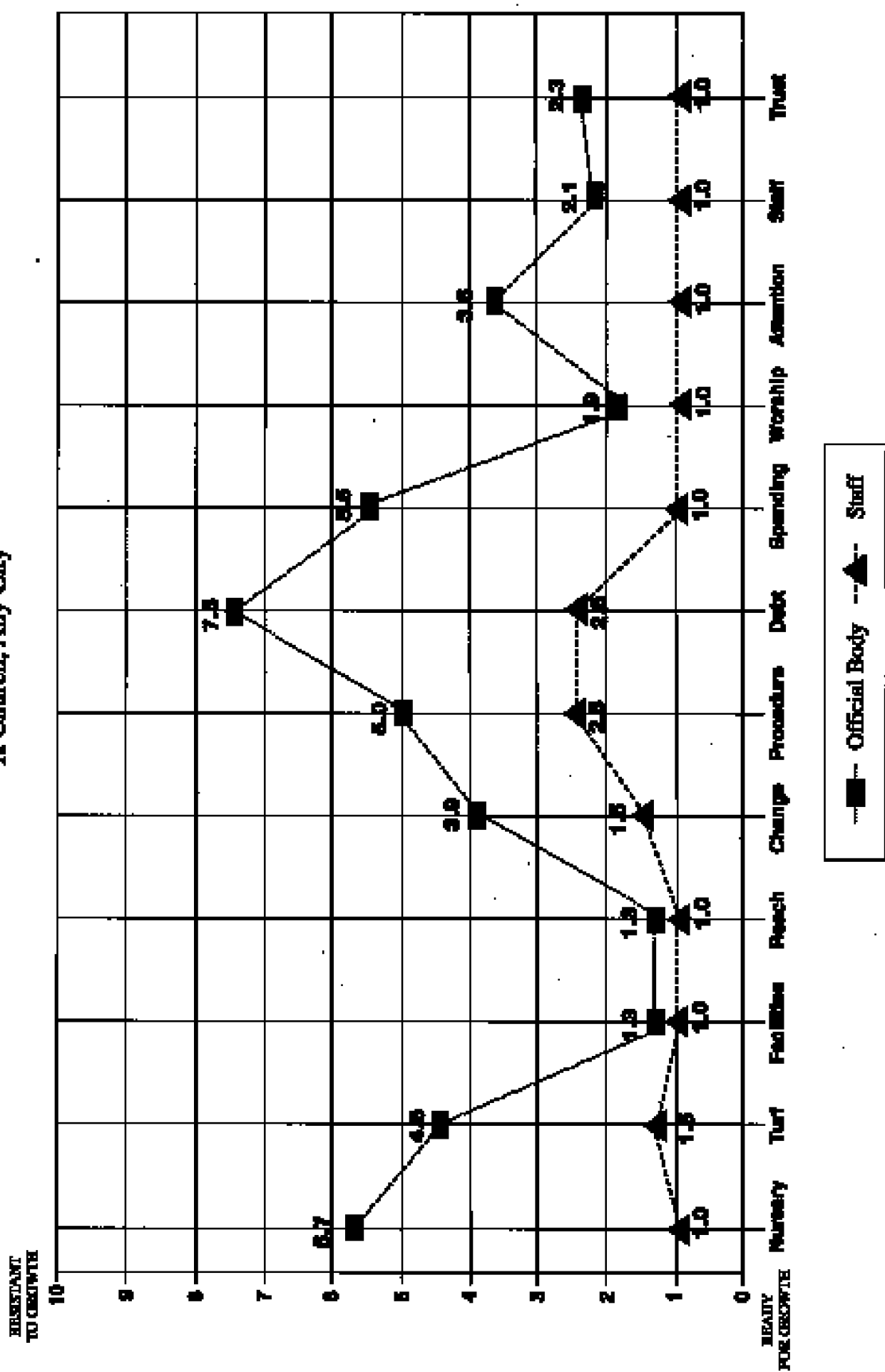
Look at the readiness chart for the average church on page 51. It shows the average staff and official body scores among more than 250 churches. Notice the following: (1) The scores of the staff are usually lower (more positive toward growth) than those of the official body. When a staff scores higher (more negative toward growth) than the official body, I know some of the staff are resistant to growth. When this occurs, it is good to examine the individual scores to see if there is one staff person skewing the scores with all nines or tens for answers; (2) The scores on questions 6, 7, and 8 for both the staff and the official body are normally higher than all the rest, forming a mountain peak on the graph. I expect these scores to be high and a problem in most churches. When they are low, I am surprised and know this is an unusual church. If the scores are significantly higher than average, I know these three areas are going to be very touchy areas for this church; and (3) There is usually a close correlation between the answers of the staff and official body. When this is not the case, I know that this is probably a good area to explore with the church leaders to see what I can learn.

The readiness chart for X Church in Any City shows the following: (1) The response to the nursery question tells me that this church does not understand the importance of a nursery. The church leaders probably no longer have any young children at home. The nursery is probably in need of a lot of work; (2) The response to the turf question tells me that it will be hard to move the nursery to a better location. More than likely, there are some locked spaces in the kitchen that only a few can use, or a parlor that children cannot enter, or some adult classes that cannot be moved; (3) The response to the attention question shows that some church leaders see their pastor as their personal chaplain. There are probably a lot of controllers in this church. When the answers to this question are above the 3.0 line, I know that there are serious problems within the staff; and (4) The response to the debt question suggests that this church will strongly resist incurring debt. I have found that there is no correlation between the amount of money a church owes and how the church answers this question. Churches with no debt will answer it just as high as churches with very high debt.

READINESS CHART Average Church Among Two Hundred Churches



READINESS CHART X Church, Any City



Staff Readiness Survey Totals

Average the paid staff's responses to the Staff Readiness Survey and record them below. This total sheet can be found on the bonus CD-ROM under the filename "D:\Spreadsheets\Readiness Survey-Totals Spreadsheet.xls." The totals can be averaged in the spreadsheet. Please note that the spreadsheet totals information for both staff and the official body.

1. The nursery should be extra clean, neat, staffed with paid help, and open every time there is a church function.
Average of responses: _____
2. Turf issues are harmful to the growth of a church.
Average of responses: _____
3. I am willing for the facilities to be used, even if they get dirty.
Average of responses: _____
4. Reaching out to new members is just as important as taking care of the present members.
Average of responses: _____
5. I am comfortable with radical change if it will help my church reach more people for Christ.
Average of responses: _____
6. I am seldom concerned about procedure.
Average of responses: _____
7. Paying off the debt is not a major concern to me.
Average of responses: _____
8. I support the idea of spending some of the church savings in order to hire more staff or start new programs.
Average of responses: _____
9. Several worship services are fine with me because I am more interested in meeting the needs of all the people than I am in knowing everyone at church.
Average of responses: _____
10. I am not at all offended when my lead pastor does not give me regular personal attention.
Average of responses: _____
11. I realize that more staff is needed today than in the past.
Average of responses: _____
12. I always trust and affirm my lead pastor's efforts to reach more people for Christ.
Average of responses: _____

Official Body Readiness Survey Totals

Average the official body's responses to the Official Body Readiness Survey and record them below. This total sheet can be found on the bonus CD-ROM under the filename "D:\Spreadsheets\Readiness

Survey-Totals Spreadsheet.xls.” Please note that the spreadsheet totals information for both staff and the official body.

1. The nursery should be extra clean, neat, staffed with paid help, and open every time there is a church function.
Average of responses: _____
2. Turf issues are harmful to the growth of a church.
Average of responses: _____
3. I am willing for the facilities to be used, even if they get dirty.
Average of responses: _____
4. Reaching out to new members is just as important as taking care of the present members.
Average of responses: _____
5. I am comfortable with radical change if it will help my church reach more people for Christ.
Average of responses: _____
6. I am seldom concerned about procedure.
Average of responses: _____
7. Paying off the debt is not a major concern to me.
Average of responses: _____
8. I support the idea of spending some of our church’s savings in order to hire more staff or start new programs.
Average of responses: _____
9. Several worship services are fine with me because I am more interested in meeting the needs of all the people than I am in knowing everyone at church.
Average of responses: _____
10. I am not at all offended when my lead pastor does not give me regular personal attention.
Average of responses: _____
11. I realize that more staff is needed today than in the past.
Average of responses: _____
12. I always trust and affirm my lead pastor’s efforts to reach more people for Christ.
Average of responses: _____

Permission Giving Survey Totals

The lower the score on each of these questions, the more able the church is to transform into a permission-giving church. If the total for all scores is less than sixty, you are already a permission-giving church or are ready to become a permission-giving church. If the total for all scores is between sixty-one and seventy-nine, you have some weaknesses in your permission-giving system. Work on the weaknesses

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and begin the shift gradually. If the total for all scores is more than eighty, it is too early to begin trying to transform the church. Begin exploring your mission, vision, and value statements.

A permission-giving church empowers people to make on-the-spot decisions and develop new ministries without asking permission from the official body. Each person is held accountable for her or his actions, based on the mission, vision, and value statements of the church. This church is more concerned with sharing the gospel by responding to the heartfelt needs of people in the name of Jesus Christ than with following certain procedures or controlling what people can or cannot do.

A permission-giving church is based on trust, collaboration, and networks. It is organized to ensure that old and new ministries take place. The organization focuses on personal and corporate growth instead of institutional growth. This church stresses the spiritual gifts of each person instead of finding people to fill the offices of the church. Chaos is seen as good. New ministries are more important than perpetuating the status quo. Too many churches are organized to prevent anything bad from happening or someone going off on a tangent; as a result of this kind of overcautious organization, they ensure that nothing happens.

Permission-giving churches believe that the role of God's people is to minister to people, in the world, every day of the week, by living out their spiritual gifts instead of running the church by sitting on committees and making decisions about what can or cannot be done. This church seeks unity in the essentials, freedom in the nonessentials, and trust and love in all things. The key elements are empowerment, responsibility, trust, a common mission, freedom, autonomy, decentralization, networks, synergy, and the collaboration of individuals and teams.

In a permission-giving church, the role of laity is to live out their spiritual gifts. People are not asked routinely to serve on committees. Networks encourage autonomous, on-the-spot decision making by individuals and self-organizing, self-governing, self-destructing teams. They encourage ministry to be delivered anytime, anyplace, by anyone, no matter what. They do not give a new ministry to an existing committee to implement. They avoid taking a vote on new ministries whenever possible. They bless diversity more than uniformity and are passionate about providing choices. Representative democracy is unimportant. They have leaders who are secure enough to equip others for ministry, and then get out of their way and let them develop their ministry, even if it is not something in which they might participate. Permission-giving churches do need boundaries other than the mission, vision, and value statements. Permission-giving churches develop a flat organizational structure that encourages and facilitates ministry instead of coordinating or managing it. The organization's first goal is to help people grow in their faith, not to "run the church." For more information on how the permission-giving church works, see Bill Easum's *Sacred Cows Make Gourmet Burgers*.

Staff Permission Giving Survey Totals

Average the paid staff's responses to the Staff Permission Giving Survey and record them below. This total sheet can be found on the bonus CD-ROM under the filename "D:\Spreadsheets\Permission Giving Survey-Totals Spreadsheet.xls." Please note that the spreadsheet totals information for both staff and the official body.

1. Our church leaders believe that people doing the actual ministry should make the majority of the decisions that affect how they do their ministry.

Average of responses: _____

2. People at the lowest level of organization in our church should be able to suggest and implement improvements to their own ministry without going through several committees and levels of approval.

Average of responses: _____

3. All persons in the congregation should be free to live out their spiritual gifts in the congregation without getting approval, even if it means starting a new ministry.
Average of responses: _____
 4. The nature of ministry lends itself to a team-based approach rather than to individual effort.
Average of responses: _____
 5. Our leadership is flexible enough to permit restructuring or reorganization so that the organization facilitates the new mission of the church.
Average of responses: _____
 6. It is possible to organize ministry so that teams can take responsibility for entire ministries.
Average of responses: _____
 7. There is enough complexity in our ministry to allow for initiative and decision making.
Average of responses: _____
 8. Our leadership is comfortable with individuals or teams making autonomous, on-the-spot decisions.
Average of responses: _____
 9. The laity are interested in or willing to organize into teams or small groups.
Average of responses: _____
 10. Our key leadership is willing to share its power with those who are not in leadership.
Average of responses: _____
 11. Our church has a history of following through on new ideas.
Average of responses: _____
 12. Our key lay leadership is willing to radically change its own roles and behavior.
Average of responses: _____
 13. Our church is secure enough to guarantee a period of relative stability during which permission giving can develop.
Average of responses: _____
 14. We have adequate resources to support and train our people.
Average of responses: _____
 15. Our staff and key lay leadership understand that becoming a permission-giving church is a lengthy, time-consuming, and labor-intensive process that may take five years and are willing to make the investment in time.
Average of responses: _____
 16. Our church has a network that could provide information to any layperson anytime.
Average of responses: _____
 17. Our laypeople have the skills needed to take greater responsibility for the ministries of the church.
Average of responses: _____
-

18. Our senior/lead pastor is willing to invest in training the team leaders.

Average of responses: _____

19. Our finance and trustee committees should exist to serve the needs of those trying to implement ministry.

Average of responses: _____

20. Our leaders are more concerned with discovering ways to reach the unchurched than with how those ministries are discovered or implemented.

Average of responses: _____

Official Body Permission Giving Survey Totals

Average the official body's responses to the Official Body Permission Giving Survey and record them below. This total sheet can be found on the bonus CD-ROM under the filename "D:\Spreadsheets\Permission Giving Survey-Totals Spreadsheet.xls." Please note that the spreadsheet totals information for both staff and the official body.

1. Our church leaders believe that people doing the actual ministry should make the majority of the decisions that affect how they do their ministry.

Average of responses: _____

2. People at the lowest level of organization in our church should be able to suggest and implement improvements to their own ministry without going through several committees and levels of approval.

Average of responses: _____

3. All persons in the congregation should be free to live out their spiritual gifts in the congregation without getting approval, even if it means starting a new ministry.

Average of responses: _____

4. The nature of ministry lends itself to a team-based approach rather than to individual effort.

Average of responses: _____

5. Our leadership is flexible enough to permit restructuring or reorganization so that the organization facilitates the new mission of the church.

Average of responses: _____

6. It is possible to organize ministry so that teams can take responsibility for entire ministries.

Average of responses: _____

7. There is enough complexity in our ministry to allow for initiative and decision making.

Average of responses: _____

8. Our leadership is comfortable with individuals or teams making autonomous, on-the-spot decisions.

Average of responses: _____

9. The laity are interested in or willing to organize into teams or small groups.

Average of responses: _____

10. Our key leadership is willing to share its power with those who are not in leadership.
Average of responses: _____
11. Our church has a history of following through on new ideas.
Average of responses: _____
12. Our key lay leadership is willing to radically change its own roles and behavior.
Average of responses: _____
13. Our church is secure enough to guarantee a period of relative stability during which permission giving can develop.
Average of responses: _____
14. We have adequate resources to support and train our people.
Average of responses: _____
15. Our staff and key lay leadership understand that becoming a permission-giving church is a lengthy, time-consuming, and labor-intensive process that may take five years, and are willing to make the investment in time.
Average of responses: _____
16. Our church has a network that could provide information to any layperson anytime.
Average of responses: _____
17. Our laypeople have the skills needed to take greater responsibility for the ministries of the church.
Average of responses: _____
18. Our senior/lead pastor is willing to invest in training the team leaders.
Average of responses: _____
19. Our finance and trustee committees should exist to serve the needs of those trying to implement ministry.
Average of responses: _____
20. Our leaders are more concerned with discovering ways to reach the unchurched than with how those ministries are discovered or implemented.
Average of responses: _____

Official Body Survey Totals

(The Official Body Survey Totals section is to be completed by whoever is in charge of compiling the data.)

This total sheet can be found on the bonus CD-ROM under the filename "D:\Spreadsheets\Body Survey-Totals Spreadsheet.xls."

CHURCH: _____

DATE: _____

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Please record the average of each of the collated data collected from the respondents from the official body. The statements have been divided up according to Growth Principles to aid you in finding the correct place to insert the averages.

Growth Principle 1

1. Our lead pastor understands the everyday world of our members.
2. Our church deals openly with controversy.
3. If our official administrative body consists of more than twenty-five people, do we have an official executive committee to do the basic work?

(There are no questions for Growth Principles 2 through 5.)

Growth Principle 6

4. Our leaders can articulate the implications of their relationship with Jesus Christ without sounding like bigots.
5. The scriptures are embodied in the daily lives of our leaders.
6. Called and gifted unpaid leaders teach most of our Bible studies.
7. Our leaders appear to be growing more like Jesus.
8. Our leaders serve outside the congregation as much as they serve within the congregation.
9. All of our leaders are in an accountability or small group.
10. Our leaders function like a team.
11. When our leaders pray, lives are touched by the presence of the Holy Spirit.
12. Our leaders offer to pray for others on a regular basis.
13. Our leaders have a regular prayer life.
14. Our leaders are always open to new ways of doing ministry.
15. Our leaders serve out of gratitude for what God has done in their lives.
16. Our unpaid leaders have the skills needed to take greater responsibility for the ministries of the church.

Growth Principle 7

17. We measure the size of our church by the number of people in worship instead of by the actual membership.

- 18. The sermons speak to our personal needs.
- 19. Our lead pastor repeats sermons for no apparent reason.
- 20. The scriptures form the basis of the sermon.
- 21. The sermons stimulate thought.
- 22. Our worship music is pleasing to a majority of the congregation.

Growth Principle 8

- 23. We are willing to have a worship service at the same time we have Sunday school.
- 24. We are willing to provide an additional service of worship even though our space may be adequate without it.

Growth Principle 9

- 25. Our church understands that churches usually grow based on the leadership strengths of the lead pastors.
- 26. Our lead pastor assumes leadership for the ministry of our church.
- 27. Our lead pastor holds up for us a vision large enough to cause us to grow individually.
- 28. Our lead pastor is a leader rather than an enabler.
- 29. Our lead pastor causes things to happen in our church that would not happen otherwise.
- 30. Our lead pastor pulls us into areas of ministry that we might not go to on our own.
- 31. Our lead pastor learns from mistakes.
- 32. Our lead pastor knows how to delegate authority and he or she does so.
- 33. Our lead pastor consults us regularly about his or her vision for our church.
- 34. Our lead pastor has shown the ability to grow and develop new skills along with the growth of our church.
- 35. Our lead pastor possesses the skills needed for a church our size.
- 36. Our lead pastor can respond and relate to a wide variety of religious expressions.
- 37. Our lead pastor is able to mediate between the various factions of the church.

Growth Principle 10

- 38. The main responsibility of our paid staff is to identify, recruit, equip, lead, and deploy the laity into mission.

- 39. Our lead pastor makes use of the valuable information our paid staff has about the congregation.
- 40. Our lead pastor and paid staff function as a team.
- 41. Our paid staff requires minimal supervision.
- 42. We are willing to pay higher salaries and be content with fewer paid staff.

Growth Principle 11

- 43. In relation to other churches, our church is small, medium, large, or very large.
- 44. Our lay leadership communicates to the congregation a realistic perception of our church's size and ability.
- 45. Our congregation has a realistic perception of our church's size and ability.
- 46. Our lay leadership causes the official vision of the church to happen in ways that meet the needs of the congregation.
- 47. Our lay leadership is objective on major issues and decisions.
- 48. Our lay leadership knows the difference between opinion and judgment.
- 49. Our lay leadership can suspend judgment long enough to make intelligent decisions.
- 50. Our lay leadership can accept and appreciate people with different viewpoints.
- 51. At least half of our lay leadership is new to the institutional church.
- 52. Our lay leadership is accessible to the rest of the congregation.
- 53. Our lay leadership has the necessary time and energy.
- 54. Our lay leadership causes things to happen.
- 55. Each member of our lay leadership teams has a large following in the congregation.
- 56. The tenure of our lay leadership is limited to three years.
- 57. New lay leadership surfaces on a regular basis.

Growth Principle 12

- 58. We expect the following level of commitment from our members:
high, medium, or low
- 59. Our church understands that we can use only 80 percent of our space.

Growth Principle 13

60. I have a problem finding a parking space on Sunday morning.
If so, what hour do you arrive?

(No questions for Growth Principles 14 or 15.)

Growth Principle 16

61. All of our ministries have an outreach component to them that is an entry point into the life of the congregation.
62. We have adequate exterior and interior signs posted around the church.
63. We have an adequate number of trained hosts and hostesses.
64. When at church, members go out of their way to meet and welcome people they do not know.
65. Our members pray regularly that the church will grow spiritually and numerically.

Growth Principle 17

66. Our church talks often about money and financial stewardship.
67. We avoid telling people the church needs their money and instead talk about people's need to become stewards.
68. Our lead pastor plays the following role in the pledge drive:

Growth Principle 18

69. Our church's main strength is (list only one):
70. Our church's main weakness is (list only one):
71. Our church wants to go in the following direction:

Growth Principle 19

72. The objectives of our lead pastor and church match.
73. Our church is free from power cliques.
74. One or two people derail things that the majority wants.
75. My age is (average for Ministry Audit):
76. I have been a member of this church for: