

INSIDE THE WORLD OF EXECUTIVE PASTORS:

Leadership Network's 2009 Survey

February 2009

by Colleen Pepper

Article Summary

Executive pastors (also known as director, chief of staff, or church administrator) face unique struggles and challenges, often filling a role at the church's most strategic level. What does a "typical" week look like for an executive pastor? How does their role change with their church's size? What factors help them most in having a successful relationship with the senior pastor and with other staff? Where do they struggle most?

These and other findings come from a survey conducted in January 2009, which drew responses from 555 executive pastors serving in congregations where weekly attendance ranges from 100 to 23,000.

The economy seems to be on everyone’s mind these days, from corporate CEOs to cab drivers —any of whom might be at church this weekend. But how is the downturn affecting church leadership?

It turns out they’re feeling some pressure as well. In fact, according to a recent survey of 555 executive pastors, the economy is the top work-related issue they lay in bed thinking about at night.

“How will the economic downturn in our country affect our ability to fund ministry and staff?” wrote one respondent. “[I’m concerned about] the potential of having to lay off people I love,” wrote another.

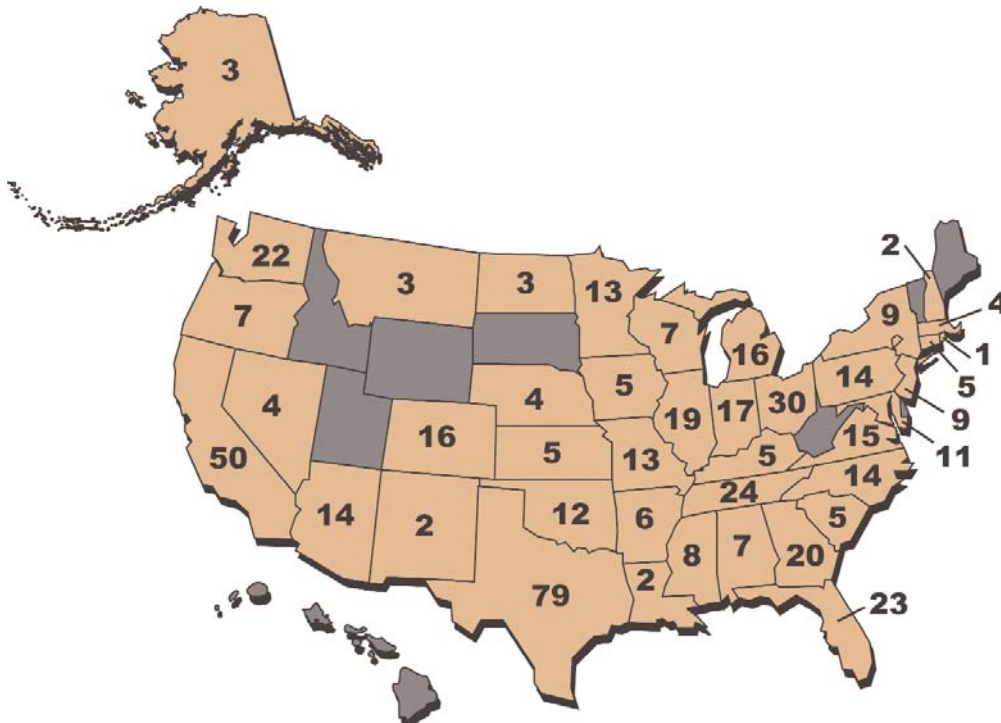
Still another was more candid: “We just completed a \$3.5 million dollar project and now [our church is] over \$2 million in debt. We were debt-free for many years; now I’m being told, ‘It’s all on your back to get us through the financial downturn and budget shortfall.’”

Yet, despite the apparent angst, most executive pastors report that their churches are feeling only minimally affected by the current economic slowdown and two-thirds still expect to meet their budget.¹

EXECUTIVE PASTORS UNMASKED

These and other findings come from a comprehensive study of executive pastors conducted by Warren Bird, research director at Leadership Network (<http://www.leadnet.org>), in partnership with XPastor.org. The January 2009 survey drew responses from executive pastors serving in

Responses came from 41 states, plus Canada, Australia, and New Zealand.



congregations where weekly attendance ranges from 100 to 23,000. Responses came from 41 states, as well as Canada, Australia and New Zealand.

When viewed as a whole, the survey results provide important new insight into the executive pastor role. “This is the deepest look anyone has ever taken into the spiritual, relational, and emotional state of the executive pastor,” Bird says.

While most people in the pews are familiar with the roles and duties of a teaching pastor or a worship pastor, executive pastors are a relatively new addition to contemporary church culture. Often seen only infrequently in a weekly worship setting, the executive pastor role is one that is still misunderstood amongst many church members—and for that matter, even among other church staff.

Who are executive pastors? For starters, they’re not necessarily male. In fact, 11% of survey responders were female. While that number is likely somewhat higher than the national norm since female executive pastors were specifically sought out for the survey, it’s still an interesting finding—especially given that 100% of survey respondents indicated their senior pastor was male.

Male-Female Dynamics among Executive Pastors

The survey indicated that the average age of executive pastors is roughly 53 years old—regardless of gender, however female respondents reported being about one year newer in their positions than their male counterparts.

They also tend to have spent less time on a church staff generally—an average of 11 years, versus 14 years for men, and have less theological training—2.2 years of training for women versus 2.9 years for men. The women executive pastors surveyed also have slightly fewer direct reports (8 for women, 9 for men). In answer to the question, “Have you previously worked 5 or more years in at least one non-church field?” women have a stronger background than men in education (15% vs. 9%), have less military background than men (2% vs. 5%), have almost the same backgrounds in business (55%) and have more in “other” fields (18% vs. 15%).

- **Less pay.** The differences between men and women executive pastors are more pronounced in the area of compensation. The average salary for males surveyed was \$84,860 annually, compared with only \$67,500 for females. One explanation is that more female executive pastors in the survey work for churches that are much smaller than those served by men—and generally speaking, a smaller congregation typically means a smaller salary. Experience, training and other differences may also contribute to the pay discrepancy.
- **Less satisfied in their relationships?** While executive pastors indicated being mostly happy at home and at work, female executive pastors said they were somewhat less satisfied than their male counterparts in a number of areas. They reported being slightly less satisfied in their marriages, for example, and home for slightly fewer dinners with their families.

They also expressed more concern about the quality of their working relationships—including relationships with the worship leader, direct reports and other church staff. Whether women

have higher expectations for these relationships than men do, or whether they possibly struggle to be accepted because of their gender isn't clear; however, it would seem the latter is a definite possibility given the responses to other sections of the survey. When challenged to identify their frustrations at work, female executive pastors reported feeling lonely and overwhelmed more often than men. As one respondent put it, "How [can I] do what seems impossible?" Another admitted, "I'm terrified of being responsible for holding us back."

- **Stronger allegiance to their churches.** When female respondents were asked about how well they align with their church's vision, goals and direction, women were found to actually be more satisfied than their male counterparts. They expressed higher levels of agreement with statements like, "My church is always ready to try something new" and "My church has a sense of excitement about the future."

At a theoretical level, it would seem that the gender of the executive pastor shouldn't have much bearing on the actual duties performed in the role. Yet the survey revealed some surprising differences in how female executive pastors spend their time. Intriguingly, the survey found women spend more time advising the senior pastor than men do, and less time performing weddings and funerals.

- **More emphasis on training.** When it comes to the importance of training themselves—or pursuing ongoing learning opportunities—women seem to place a higher importance on it. They consistently report benefiting more from extra-church sources of inspiration like books, blogs, classes and conferences.

When asked to evaluate their effectiveness in training and developing other staff, women ranked themselves slightly higher in their abilities than men. However, both men and women rated themselves equally in terms of their effectiveness in training the opposite sex.

Finally, in terms of involvement outside the church, men and women appeared relatively equally engaged. The biggest area of difference was participation in sports where men indicated being somewhat more involved than women.

—Colleen Pepper and Warren Bird

Executive pastors can go by many names including director, chief of staff, or church administrator—and most tend to report directly to the senior pastor (92%) or to a church board or elders (6%).

In churches surveyed, the average number of staff (full time equivalents) is 37, suggesting that the executive pastor role is often created in response to an increasingly complex ministry structure. Simply put, the larger the church becomes, the greater the need to add staff, including the strategic oversight offered by an executive pastor.

It's also interesting to note that the executive pastor role is common in established churches—again suggesting it's a position that emerges as a church grows and matures. When survey responders were asked to identify the year their church started, the median response was 1972.

When executive pastors are asked to identify their top three spiritual gifts, the results are surprisingly similar, regardless of church size. Among churches with 2,000 or more weekly attenders, “leadership”, “administration” and “teaching” come out on top, followed by “discernment”. For churches drawing 500-1,999 attenders, the ranking varies only slightly, with “administration”, “leadership” and “teaching” topping the list, followed by “discernment” and “wisdom”.

On average, executive pastors work about 50 hours a week, have nine staff directly reporting to them and spend 40% of their time in administration and meetings, including staff supervision. In fact, after financial concerns, staffing/HR issues top the list in terms of topics executive pastors find themselves thinking about after their heads hit the pillow at night.

As one respondent summed it up, “[I think about] right hires and gracious fires.”

Executive pastors spend almost 20 hours a week (or 40% of their time) in administration or meetings.



Staff Size Dynamics among Executive Pastors

Executive pastors in the survey covered a wide range in the amount of staff they said were their direct reports. The extremes were rather interesting. Three percent of the executive pastors said they oversee no one! The most common explanation there is that those with no or few direct reports tend to be part of a church planting team. On the other hand, one executive pastor said he has 130 direct reports and another said 91. We hope they misread the question!

Excluding the extreme examples, there were some definite trends in the number of staff the executive pastor oversees. Some issues were similar no matter how many staff one oversees, such as working hours in the week and the amount of nights the person is home for dinner with the family. Yet other areas were different:

- **Those with fewer direct reports.** Interestingly, the fewer direct reports people have, the more theological education they bring and also the shorter time they've been an executive pastor. The fewer direct reports, the smaller the church's attendance and the lower the executive pastor's salary. The fewer direct reports, the more likely the executive pastor was to score the church low in its willingness to try something new. And the fewer direct reports, the more the executive pastor was likely to give a low self score to being effective in training people of the opposite gender.
- **Those with more direct reports.** The more direct reports people have, the more experience they have on church staff in general, the more likely they are to be an executive pastor "only" —not sharing the role with someone else and also reporting directly to the senior pastor. In terms of time usage, executive pastors with a lot of direct reports spent more of their time casting vision but otherwise their work "portfolio" is very similar with those who have few direct reports. Finally, the more direct reports for the executive pastor, the larger the total staff size.

—Warren Bird

FINDING AND TRAINING AN EXECUTIVE PASTOR

Interestingly, executive pastors may or may not have formal theological training. In fact, nearly one-third of responders (28%) indicated having no theological training. Meanwhile, 70% indicated they had spent at least five years in a non-church field, with "business" ranking much higher than "education," "military" or "other." Among those who do have theological training, 34% indicated holding a master's degree, and another 12% said they had a degree from a Bible college.

For at least some survey responders, the role of executive pastor is a second career: "I worked for 40 years as an administrator of a large human service organization," wrote one respondent. "It prepared me well for my role and as a result, I see my job as church administrator as a 'stress less job' which I enjoy very much. It is a way for me to 'give back.'"

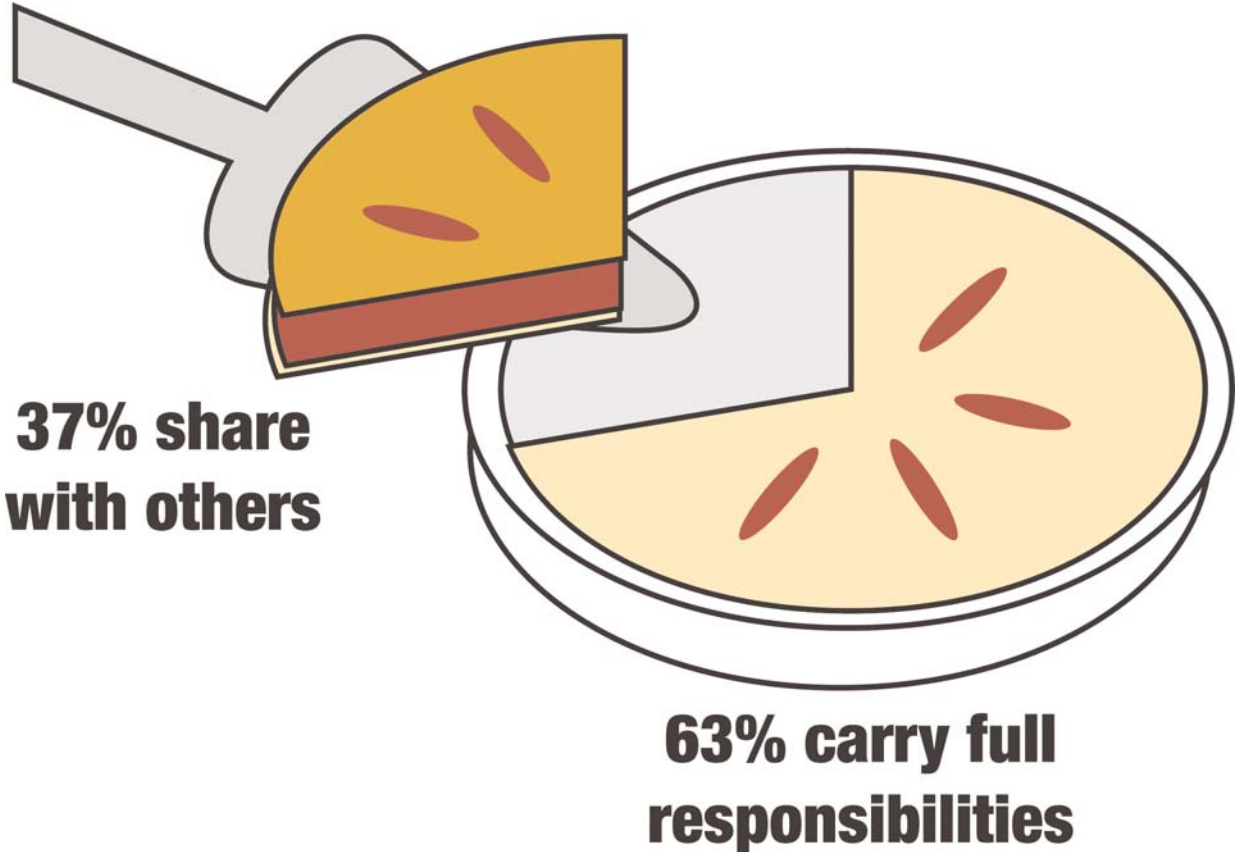
Another respondent self-identified as being a retired company president.

The average age of executive pastors surveyed is 53 years old. Most are not new to serving on a church staff, with the average respondent having logged 14 years experience as part of a church staff, and 7 years at their current church. The average length of time served specifically as an executive pastor? 5.5 years.

By comparison, the average age of senior pastors in churches where executive pastors serve is 51.

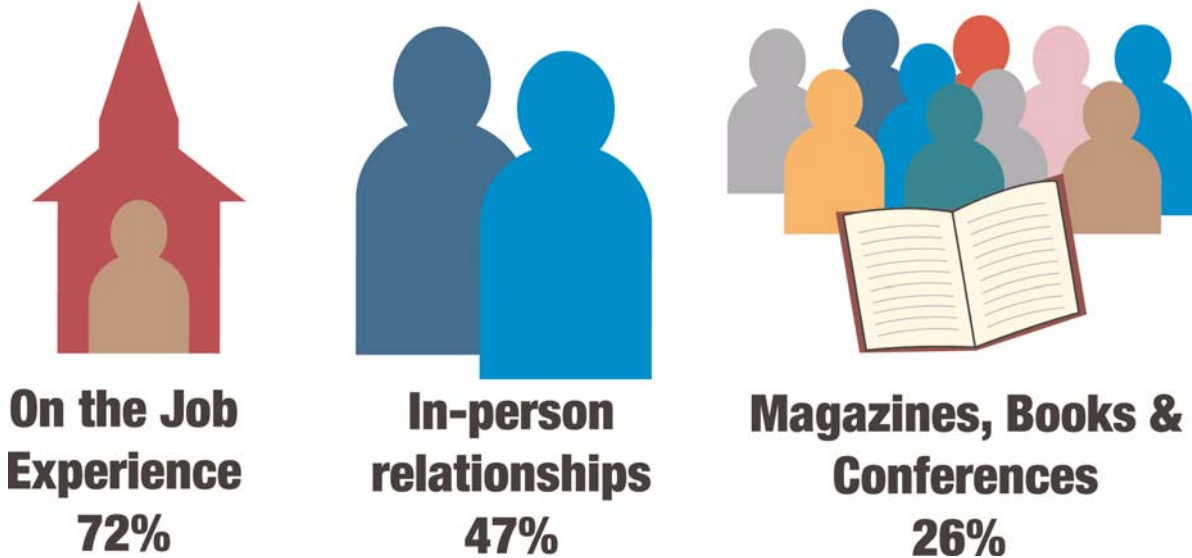
Two-thirds (63%) of the executive pastors surveyed carry their role alone, although the idea of shared executive pastor roles is growing.

37% of the responses indicate that a portion of the executive pastor role is shared with other staff members. Of those, 30% share up to half of their responsibilities.



In terms of preparation and training for the role, it seems there's no substitute for on-the-job experience, with nearly three-quarters (72%) of respondents agreeing that it's extremely helpful—the strongest endorsement of any of training option provided, and ranking higher than in-person relationships, conferences, classes, DVDs, books, or blogs.

On the job experience, in-person relationships, magazines, books and conferences are found to be “extremely helpful” in training for the executive pastor role.



Nevertheless, executive pastors do find a certain level of reading helpful, and say the magazines they're most likely to pick up are *Leadership Journal* (<http://www.leadershipjournal.net>) or *Church Executive* (<http://www.churchexecutive.com>) (20% and 14% respectively). Meanwhile, in the role-related book department, *Leading from the Second Chair*, by Mike Bonem and Roger Patterson (<http://www.secondchairleaders.com>), was mentioned by 12% of respondents, followed by Thom Ranier's *Simple Church* (6%). Tied for third place (3%) are the following:

- *The Five Dysfunctions of a Team* by Patrick Lencioni
- *Axiom* by Bill Hybels
- *Church Unique* by Will Mancini
- *Good to Great* by Jim Collins

(For further reading see table on p17.)

REALITIES OF THE ROLE

On the whole, executive pastors report being largely happy and satisfied at work and in their personal lives. This, according to Leadership Network's Warren Bird, is probably the biggest overall finding of the survey. "Few executive pastors have seen role models, and yet they've figured out enough about their position—and the senior pastor they serve—to report an amazingly high satisfaction level," he says.

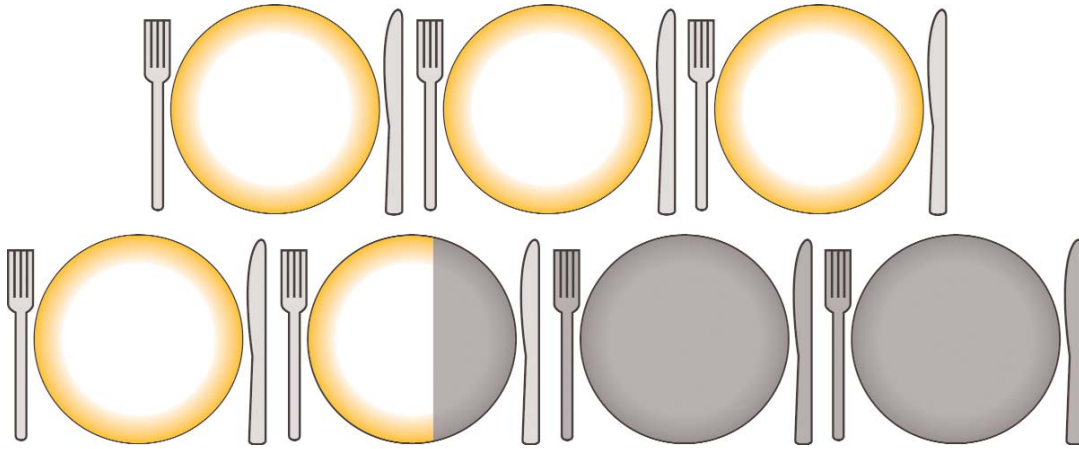
Most report taking a day and a half, to two days off each week, are with their families for dinner 4-5 nights a week, and say they are "satisfied" or "very satisfied" with their family relationships, including their marriages.

EXECUTIVE PASTORS
REPORT BEING LARGELY
HAPPY AND SATISFIED
AT WORK AND IN
THEIR PERSONAL LIVES.

61% of executive pastors regularly take off one-and-a-half to two days off each week.



Each week, executive pastors eat 4.6 dinners with their families.



They also indicate being largely content at work—generally agreeing or strongly agreeing with statements like, “My church’s leaders are willing to change programs and structures to meet new challenges,” and “My church has a sense of excitement about the congregation’s future.”

When asked, “In the past five years, how often have you thought of leaving your church ministry to enter a different occupation?” only 13% said “fairly often” or “very often.”

While career angst has become the norm in our culture, few executive pastors have even contemplated switching employers—with only 14% admitting they’ve thought of leaving their current church to take a ministry position at a different church in the last five years “fairly often” or “very often.”

As a general rule, it appears executive pastors in larger churches are the happiest. Larger churches, it seems, have less conflict—a definite advantage when HR/staffing issues are a major part of your portfolio. The survey results also suggest that the larger the church, the less likely the executive pastor is to feel unsupported or taken advantage of. While it’s not clear exactly what’s behind these findings, perhaps the presence of additional staff results in a more equal distribution of work, or a more extensive support system in times of stress.

Number of Staff Reporting Directly to the Executive Pastor			
	All churches	Churches of 2000+	Churches of <2000
2008 average weekend worship attendance	2153	3972	1002
# staff reporting to the executive pastor	9.0	11.1	7.7
total staff (FTE)	36.2	62.5	19.4
% of total staff reporting to the executive pastor	36%	23%	45%

On the downside, however, the larger the church, the more time executive pastors spend on administration. For some, this is a definite drawback: "I don't feel very pastoral," wrote one respondent. "I want to touch people more. I want to impact the world."

On average, executive pastors report spending the majority of their time in three areas: "supervising staff", "doing administrative tasks", and "making budget decisions".

Executive pastors report spending a majority of their time supervising staff (46%), on administrative tasks (32%), and making budgetary decisions (24%).



SPIRITUAL GROWTH

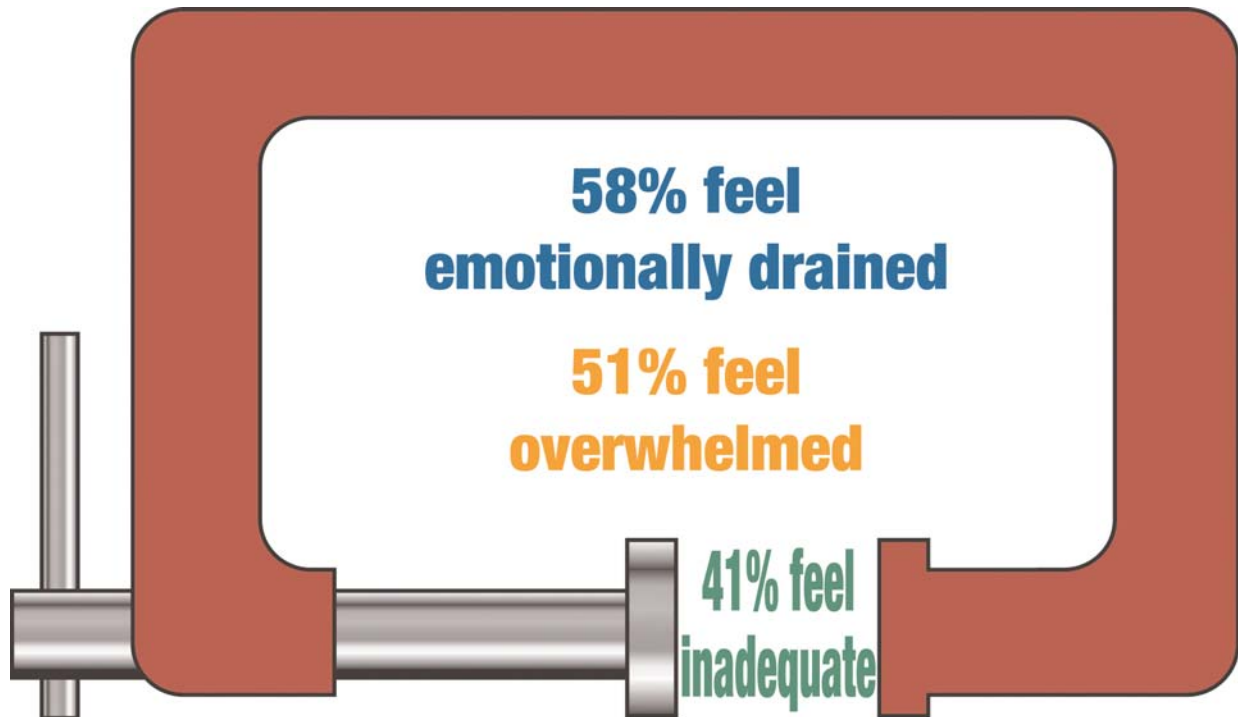
When it comes to spiritual growth, executive pastors are emphatic about the importance of spending time alone with God through Bible reading, prayer, and solitude. While worship services at the church and influences not connected with the church get mixed reviews, what is typically called “quiet time” is almost universally endorsed—with 74% of respondents saying it’s “extremely helpful” and 22% more saying it’s “helpful.”

And what about participation in a small group—a key thrust at so many churches? Surprisingly, nearly a third of respondents (29%) report finding small groups only somewhat helpful to their spiritual growth, and 11% went on record to say they’re not very helpful at all.

RELATIONSHIPS MATTER

While executive pastors admit to feeling stressed by the current economy, the survey found some of their biggest challenges are actually relational—with many executive pastors reporting feeling anxious about their relationship with the senior pastor or other church leaders.

Feeling emotionally drained and overwhelmed are the top two stressors regularly (very often or sometimes) felt by executive pastors.



A strong majority of executive pastors surveyed are satisfied with their relationships with the senior pastor, church board, and direct reports.



When specifically asked about their relationship with the senior pastor, respondents are quite positive—with 86% saying they are “satisfied” or “very satisfied.” However, ask the group what they lay awake thinking about, and a slightly different picture emerges. Examples of what they reflect on while trying to go to sleep:

- “Figuring out the pastor’s actual vision for the church. [It] seems to be morphing wildly.”
- “Getting my pastor to lead by letting go and empower[ing] staff. He has little or no vision. I spend lots of time trying to encourage him to set, communicate and live vision and direction for the church. He’s a great pastor/shepherd but struggles as a leader.”
- “How to improve my relationship with the Senior Pastor; build trust; encourage him to lead with passion and boldness.”
- “Pushing my pastor to lead.”
- “Senior pastor’s sexual sin.”
- “Spiritual void of the senior pastor.”
- “Why, after God so clearly called me here, is it so confusing and how do I lead and align when there is no clarity of vision?”
- “Trying to be on the same page with my senior pastor and the direction he is taking the church.”

Interesting too, is the apparent diversity of relationship an executive pastor can have with a senior pastor. When asked what portion of their day was spent “advising the senior pastor” 43% said “much”—compared with 48% who said “a little.” For that matter, the survey showed broad diversity in the amount of time allocated to other responsibilities like shepherding the congregation, preaching/teaching and shepherding other staff. In each church, the role seems to look somewhat different.

When asked about their relationship with the senior pastor’s spouse, 39% of respondents said they were “very satisfied” and 35% said they were “satisfied.”

Satisfaction Dynamics among Executive Pastors

What factors go up or down as an executive pastor’s “satisfaction” changes? We drilled down on three specific areas:

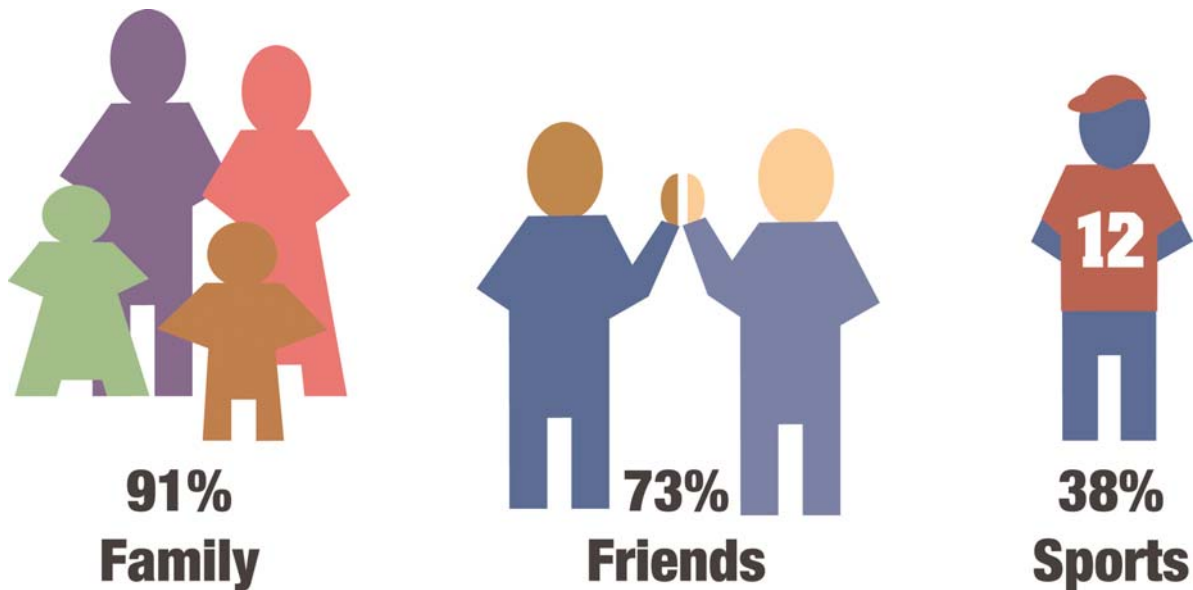
- **Relationship with senior pastor.** The survey asked executive pastors, “In general, how would you describe your relationship with the... senior pastor?” Only 56% said “very satisfied” so we isolated those and compared them with the group as a whole. The biggest difference is, predictably, is that fewer have thought of leaving church ministry for another occupation. The other big difference is in the 12 emotions we asked them about: the “very satisfied” group feels more empowered and supported, and less taken advantage of or disconnected. The typical “very satisfied” person’s church has a slightly larger attendance than the group’s average attendance. They’re three years younger (age 50 vs. 53). There’s a slight difference in whether their closest friends are associated with the church (81% to 77%). Many other factors don’t change, such as marital status, how long they’ve been at the church, how long they’ve been on staff, their background before becoming an executive pastor, the amount of days they regularly take off, how many evenings they eat dinner with family, how many direct reports they have, or even their major time usages or whether they report directly to the senior pastor or to a board.
- **Personal spiritual life.** The survey asked executive pastors, “In general, how satisfied are you with... your [own] spiritual life?” Only 22% percent said “very satisfied,” so we profiled them and compared them to the group as a whole. The biggest differences are that they get along much better with the senior pastor’s spouse (!), that fewer have thought of leaving church ministry for another occupation, they’re home for dinner with family for more meals (5.0 days vs. 4.6 days), they spend a little less time on administration and meetings (35% vs. 40% of total work week) and they spend more time casting vision. Among the 12 emotions we asked about, they differed most in not feeling lonely, inadequate or disconnected.
- **Church’s spiritual health.** The survey asked executive pastors, “In general, how satisfied are you with... the overall spiritual health of your church?” Only 23% percent said “very satisfied,” so once more we profiled them and compared them to the group as a whole. The biggest differences were that the most satisfied executive pastors had a lower level of theological training, they get along much better with the senior pastor’s spouse (again!), they have more of their closest friends at church (82% vs. 77%), they spend a little more of their work week on administration and meetings, their church has a much higher evangelistic emphasis and is bigger (by about 800 people) and growing faster, their church is more innovative and more focused, and their church has experienced a decidedly lower amount of conflict during the previous two years.

—Warren Bird

BEYOND THE CHURCH WALLS

In the community, it seems executive pastors maintain relatively few relationships apart from family and friends. A large majority (77%) of respondents say their closest friends are at church.

Family, friends and sports rank the highest in types of involvement outside of church.



More telling almost than what executive pastors are doing outside church, is what they're *not* doing (i.e. not involved at any level):

- 92% are not involved in any recovery group.
- 75% are not involved with any politicians.
- 69% are not involved with a social service group.
- 32% are not involved with sports.
- 20% are not involved with neighbors.
- 3% are not involved with friends.

While this level of engagement with the broader community probably makes sense given the workload of an executive pastor, and how frequently his or her activities involve off hours and weekend commitments, it does raise the question of how connected other church staff are to the broader community—and whether this lack of involvement hurts the church’s ultimate effectiveness in the community.

Nevertheless, 72% of churches with executive pastors are growing—with an annual average growth rate of 8%. That’s a dramatic contrast to the average for all churches, where typically only 20% to 30% of congregations are growing.

“The executive pastor is almost never the personality associated with the church’s growth,” explains Warren Bird. “Typically the lead pastor along with other pastoral staff have much stronger gifts of evangelism than the executive pastor, and often more leadership charisma as well. But without a highly qualified person in the executive pastor role—someone fully supportive of the church’s vision and its senior leadership—a church’s contagious outreach can quickly be diminished and its growth momentum derailed.”

Indeed, as one executive pastor put it in the survey, the challenge is “getting the staff all rowing the ship together.”

Magazines/periodicals recommended as helpful for the executive pastor role		
% of responders	Publication	Website
20%	Leadership Journal	www.leadershipjournal.net
14%	Church Executive	www.churchexecutive.com
6%	Rev!	www.revmagazine.com
5%	Outreach	www.outreachmagazine.com
3%	Harvard Business Review	hbr.harvardbusiness.org
3%	Fast Company	www.fastcompany.com
2%	NACBA Ledger (National Association of Church Business Administration)	www.nacba.net
2%	Christianity Today	www.christianitytoday.com
2%	Your Church	www.christianitytoday.com/yc/
1%	World Magazine	www.worldmag.com

Books recommended as helpful for the executive pastor role		
% of responders	Title, Author	Publisher, date published
12%	<i>Leading from Second Chair</i> , Mike Bonem, Roger Patterson	Jossey-Bass, 2005
6%	<i>Simple Church</i> , Thom Rainer	B&H Books, 2006
3%	<i>The Five Dysfunctions of a Team</i> , Patrick Lencioni	Jossey-Bass, 2002
3%	<i>Axiom</i> , Bill Hybels	Zondervan, 2008
3%	<i>Church Unique</i> , Will Mancini	Jossey-Bass, 2008
3%	<i>Good to Great</i> , Jim Collins	Collins Business, 2001
2%	<i>It</i> , Craig Groeschel	Zondervan, 2008
1%	<i>Seven Practices of Effective Ministry</i> , Andy Stanley	Collins Business, 2001
1%	<i>Reveal</i> , Willow Creek	Willow Creek Association, 2007
1%	<i>Leadership Gold</i> , John Maxwell	Thomas Nelson, 2008
1%	<i>360 Degree Leader</i> , John Maxwell	Thomas Nelson, 2006
1%	<i>Courageous Leadership</i> , Bill Hybels	Zondervan, 2009
1%	<i>UnChristian</i> , David Kinnaman and Gabe Lyons	Baker Books, 2007



COLLEEN PEPPER

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WARREN BIRD

Leadership Network welcomes your response. The primary writer is **Colleen Pepper**. The editorial advisor and survey designer is **Warren Bird**, Director of Research for Leadership Network, with significant support and project management from **Stephanie Plagens**, Publications Manager. Graphics were supplied by Gilmore Marketing. Contact them via Stephanie.Plagens@leadnet.org

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Leadership Network fosters church innovation and growth through strategies, programs, tools and resources consistent with our far-reaching mission: to identify, connect and help high-capacity Christian leaders multiply their impact. Website: <http://www.leadnet.org>

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Leadership Network’s mission is to identify, connect and help high-capacity Christian leaders multiply their impact.

** Unless otherwise noted, all Scripture is taken from the NIV translation.*

ENDNOTES

¹ See also the Leadership Network *2009 Economic Outlook Update* to be released in April, 2009 at leadnet.org/salary

LEADERSHIP NETWORK

Executive Pastor Survey - 555 responses gathered in January 2009

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Questions: stephanie.plagens@leadnet.org

Question 1: Approximately how many years have you been attending your current church (whether on staff or not)?	
	Average: 11.6 years

Question 2: Approximately how many years have you been on staff -- any role -- at your present church (whether full- or part-time)?	
	Average: 7.4 years

Question 3: Approximately how many years have you been in the executive pastor role (or equivalent) at your present church?	
	Average: 5.5 years

Question 4: Approximately how many years have you been on a church staff, in any role, at any church?	
	Average 14.1 years

Question 5: Do you report directly to the senior pastor?	
	Yes 92%
No, I report to a senior associate pastor (or equivalent)	0%
No, I report to a church business administrator (or equivalent)	0%
No, I report to elders or the church board	6%
No, I report to another role	1%

Question 6: What is the highest level of theological training you have obtained?	
	None 28%
Certificate from denominational training program	10%
Bible college degree	12%
Master's degree	34%
Doctor's degree	8%
Other, please specify	8%

Question 7: Have you previously worked 5 or more years in at least one non-church field? (Check all that apply.)	
	Military 5%
Education	9%
Business	55%
Other	15%

Question 8: In a 7-day week do you regularly take time off?	
	Yes, half day 3%
Yes, one full day	33%
Yes, one-and-a-half or two days	61%
Yes, more than 2 days	1%
No	2%

Question 9: In a typical 7-day week how many evenings do you eat dinner with your family?	
	0 1%
1	1%
2	5%
3	11%
4	25%
5	27%
6	18%
7	10%
n/a	1%

Question 10: Complete this sentence. Your closest friends (other than your spouse) are generally...	
	associated with the church (could be attenders or staff) 77%
	not associated with the church 21%

Question 11: In general how satisfied are you in the following areas?

Question 11: your health		Average 2.9
Value 4	Value Label very satisfied	23%
3	3	52%
2	2	20%
1	very dissatisfied	5%
0	N/A	0%

Question 11: your marriage	Average		3.5
	Value	Value Label	
	4	very satisfied	61%
	3	3	32%
	2	2	5%
	1	very dissatisfied	0%
Question 11: your relationship with your children	Average		3.4
	Value	Value Label	
	4	very satisfied	55%
	3	3	35%
	2	2	4%
	1	very dissatisfied	0%
Question 11: your spiritual life	Average		3.1
	Value	Value Label	
	4	very satisfied	22%
	3	3	62%
	2	2	15%
	1	very dissatisfied	0%
Question 11: your salary and benefits	Average		3.4
	Value	Value Label	
	4	very satisfied	46%
	3	3	42%
	2	2	10%
	1	very dissatisfied	2%
Question 11: your housing or living arrangements	Average		3.6
	Value	Value Label	
	4	very satisfied	65%
	3	3	27%
	2	2	6%
	1	very dissatisfied	0%
Question 11: your overall effectiveness as a leader in this particular congregation	Average		3.2
	Value	Value Label	
	4	very satisfied	29%
	3	3	59%
	2	2	12%
	1	very dissatisfied	0%
Question 11: the evangelistic emphasis of your church	Average		3.1
	Value	Value Label	
	4	very satisfied	35%
	3	3	38%
	2	2	21%
	1	very dissatisfied	5%
Question 11: the overall spiritual health of your church	Average		3.0
	Value	Value Label	
	4	very satisfied	23%
	3	3	55%
	2	2	20%
	1	very dissatisfied	2%
Question 11: the level of opportunity for you to use creativity	Average		3.4
	Value	Value Label	
	4	very satisfied	46%
	3	3	38%
	2	2	13%
	1	very dissatisfied	2%
0	N/A	0%	

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Question 12: In general, how would you describe your relationship with the following people?

Question 12: senior pastor

		Average	3.4
Value	Value Label		
4	very satisfied		56%
3	3		32%
2	2		9%
1	very dissatisfied		2%
0	N/A		1%

Question 12: senior pastor's spouse (if applicable)

		Average	3.0
Value	Value Label		
4	very satisfied		39%
3	3		35%
2	2		13%
1	very dissatisfied		2%
0	N/A		9%

Question 12: worship director or equivalent

		Average	3.3
Value	Value Label		
4	very satisfied		49%
3	3		37%
2	2		10%
1	very dissatisfied		1%
0	N/A		3%

Question 12: church board

		Average	3.4
Value	Value Label		
4	very satisfied		56%
3	3		32%
2	2		6%
1	very dissatisfied		1%
0	N/A		5%

Question 12: those church staff and volunteers you supervise as direct reports

		Average	3.5
Value	Value Label		
4	very satisfied		52%
3	3		45%
2	2		3%
1	very dissatisfied		0%
0	N/A		0%

Question 12: all other church staff

		Average	3.3
Value	Value Label		
4	very satisfied		42%
3	3		52%
2	2		6%
1	very dissatisfied		0%
0	N/A		1%

Question 12: other leaders in this congregation

		Average	3.3
Value	Value Label		
4	very satisfied		41%
3	3		53%
2	2		6%
1	very dissatisfied		0%
0	N/A		0%

Question 13: In what year did your church start?

Average 1960

Question 14: In what year did the present senior pastor become senior pastor?

Average 1996

Question 15: About what year was the present senior pastor born?

Average 1958

Question 16: What is the senior pastor's gender?

Male **100%**
Female **0%**

Question 17: What was the average attendance (not membership) for 2008 -- including adults and children -- for a typical weekend, all services, all campuses?

Average 2157

Question 18: What was the attendance two years ago -- for 2006 (same basis)?

Average 1860

Question 19: How many staff report directly to you? (FTE)

Average 9

Question 20: How many people total are on the church staff, excluding school staff? FTE) **Average 37**

Question 21: Over the past two years, has there been any conflict in this congregation?

no conflict that I'm aware of	28%
some minor conflict	50%
major conflict	8%
major conflict with leaders or people leaving	13%
don't know	0%

Question 22: To what extent do you agree or disagree with the following statements?

Question 22: My church has clear vision, goals and/or direction

Average		3.3
Value	Value Label	
4	strongly agree	43%
3	somewhat agree	45%
2	somewhat disagree	9%
1	strongly disagree	3%

Question 22: My church is always ready to try something new

Average		3.3
Value	Value Label	
4	strongly agree	45%
3	somewhat agree	40%
2	somewhat disagree	14%
1	strongly disagree	1%

Question 22: My church has a sense of excitement about the congregation's future

Average		3.4
Value	Value Label	
4	strongly agree	51%
3	somewhat agree	40%
2	somewhat disagree	8%
1	strongly disagree	1%

Question 22: My church's leaders are willing to change programs and structures to meet new challenges

Average		3.5
Value	Value Label	
4	strongly agree	54%
3	somewhat agree	37%
2	somewhat disagree	9%
1	strongly disagree	0%

Question 22: My church is willing to take risks of faith

Average		3.4
Value	Value Label	
4	strongly agree	49%
3	somewhat agree	40%
2	somewhat disagree	10%
1	strongly disagree	1%

Question 23: In a typical work week, about how many hours per week do you spend on the following?

	Average Hours
Question 23: reading, excluding sermon prep;	4.8
Question 23: preaching, teaching and worship, (including prep.);	5.1
Question 23: training people;	5.4
Question 23: administration/meetings;	19.9
Question 23: providing pastoral care;	3.8
Question 23: evangelism;	1.5
Question 23: civic/community affairs;	1.7
Question 23: denominational- or other-church-collaboration;	1.8
Question 23: prayer and meditation;	4.0
Question 23: TOTAL HOURS WORKED PER WEEK	50.2

Question 24: Here is a different way to slice a typical work week. Describe what portion of your time goes toward the following areas.

Question 24: advising the senior pastor

Average		2.5
Value	Value Label	
4	a majority	6%
3	much	43%
2	a little	48%
1	none	3%

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Question 24: setting church direction	Average	2.7
Value	Value Lable	
4	a majority	10%
3	much	51%
2	a little	35%
1	none	3%
Question 24: casting vision	Average	2.4
Value	Value Lable	
4	a majority	6%
3	much	39%
2	a little	50%
1	none	5%
Question 24: starting new ministries	Average	2.2
Value	Value Lable	
4	a majority	3%
3	much	21%
2	a little	64%
1	none	11%
Question 24: leading church change	Average	2.8
Value	Value Lable	
4	a majority	16%
3	much	52%
2	a little	27%
1	none	3%
Question 24: interfacing with church board	Average	2.4
Value	Value Lable	
4	a majority	7%
3	much	30%
2	a little	51%
1	none	11%
Question 24: making budgetary decisions	Average	2.9
Value	Value Lable	
4	a majority	24%
3	much	44%
2	a little	27%
1	none	4%
Question 24: HR work (hiring, firing, legal compliance)	Average	2.6
Value	Value Lable	
4	a majority	14%
3	much	36%
2	a little	43%
1	none	6%
Question 24: supervision of existing staff	Average	3.3
Value	Value Lable	
4	a majority	46%
3	much	41%
2	a little	9%
1	none	2%
Question 24: preaching/teaching or preparing to do so	Average	2.0
Value	Value Lable	
4	a majority	3%
3	much	20%
2	a little	51%
1	none	25%
Question 24: shepherding the congregation	Average	2.1
Value	Value Lable	
4	a majority	5%
3	much	23%
2	a little	55%
1	none	15%
Question 24: shepherding other staff	Average	2.9
Value	Value Lable	
4	a majority	21%
3	much	50%
2	a little	25%
1	none	2%

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Question 24: financial administration	Average	2.7
Value	Value Label	
4	a majority	19%
3	much	37%
2	a little	34%
1	none	8%

Question 24: other administration	Average	3.1
Value	Value Label	
4	a majority	32%
3	much	44%
2	a little	21%
1	none	1%

Question 24: conducting weddings and/or funerals	Average	1.5
Value	Value Label	
4	a majority	1%
3	much	3%
2	a little	44%
1	none	50%

Question 24: counseling	Average	1.9
Value	Value Label	
4	a majority	3%
3	much	14%
2	a little	53%
1	none	28%

Question 25: In the past 5 years how often have you thought of leaving your church ministry to enter a different occupation?	Never	39%
	Once in a while	47%
	Fairly often	10%
	Very often	3%

Question 26: In the past 5 years how often have you thought of leaving your current church to take a ministry position at a different church?	Never	44%
	Once in a while	43%
	Fairly often	9%
	Very often	3%

Question 27: How helpful are the following in training you for your role at church?		
magazines and books	Average	2.9
Value	Value Label	
4	extremely helpful	26%
3	3	43%
2	2	26%
1	not very helpful	4%

online blogs, websites, podcasts, etc.	Average	2.4
Value	Value Label	
4	extremely helpful	15%
3	3	32%
2	2	37%
1	not very helpful	15%

DVD/videos	Average	2.2
Value	Value Label	
4	extremely helpful	7%
3	3	26%
2	2	42%
1	not very helpful	23%

classes (seminary, university, etc.)	Average	2.2
Value	Value Label	
4	extremely helpful	14%
3	3	22%
2	2	35%
1	not very helpful	27%

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	Average	
conferences	2.8	
Value	Value Label	
4	extremely helpful	26%
3	3	43%
2	2	24%
1	not very helpful	6%
in-person relationships	3.3	
Value	Value Label	
4	extremely helpful	47%
3	3	41%
2	2	9%
1	not very helpful	2%
on the job experience	3.7	
Value	Value Label	
4	extremely helpful	72%
3	3	25%
2	2	1%
1	not very helpful	0%

Question 28: What book* have you read in the last 12 months (besides the Bible) that has been of greatest help to you in your role as executive pastor and that you'd recommend to your peers? *Many additional books were listed in response to this open-ended question. Here we are only reporting those with at least 5 recommendations

Recommended Reading (BOOKS)	# of responses	
Leading from Second Chair (Mike Bonem, Roger Patterson)	69	12%
Simple Church (Thom Rainer)	33	6%
The Five Dysfunctions of a Team (Patrick Lencioni)	16	3%
Axiom (Bill Hybels)	15	3%
Church Unique (Will Mancini)	14	3%
Good to Great (Jim Collins)	14	3%
it (Craig Groeschel)	11	2%
Seven Practices of Effective Ministry (Andy Stanley)	8	1%
Reveal (Willow Creek)	8	1%
Leadership Gold (John Maxwell)	7	1%
360 Degree Leader (John Maxwell)	6	1%
Courageous Leadership (Bill Hybels)	5	1%
UnChristian (David Kinnaman and Gabe Lyons)	5	1%

Question 29: What magazine* do you find to be of greatest help to you in your role as executive pastor and that you'd recommend to your peers? *Many additional publications were listed in response to this open-ended question. Here we are only reporting those with at least 5 recommendations

Recommended Reading (MAGAZINES)	# of responses	
Leadership Journal	113	20%
Church Executive	78	14%
Rev!	34	6%
Outreach	27	5%
Harvard Business Review	15	3%
Fast Company	14	3%
NACBA Ledger (National Association of Church Business Administration)	13	2%
Christianity Today	11	2%
Executive Pastor	10	2%
Your Church	10	2%
World Magazine	5	1%

Question 30: How do you rate your effectiveness in how you train and develop other staff? People who...

	Average	
were at the church before you became executive pastor	3.0	
Value	Value Label	
4	highly effective	18%
3	somewhat effective	61%
2	not very effective	17%
1	ineffective	2%
came to the church after you became executive pastor	3.5	
Value	Value Label	
4	highly effective	54%
3	somewhat effective	43%
2	not very effective	2%
1	ineffective	0%

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are the same gender as you	Average	3.4
Value	Value Label	
4	highly effective	45%
3	somewhat effective	52%
2	not very effective	2%
1	ineffective	0%
are the opposite gender as you	Average	3.2
Value	Value Label	
4	highly effective	30%
3	somewhat effective	59%
2	not very effective	10%
1	ineffective	1%
are older than you	Average	3.1
Value	Value Label	
4	highly effective	24%
3	somewhat effective	63%
2	not very effective	11%
1	ineffective	0%
are younger than you	Average	3.5
Value	Value Label	
4	highly effective	52%
3	somewhat effective	41%
2	not very effective	6%
1	ineffective	0%

Question 31: On a typical work day at church, how often do you feel these frustration or stress points?

lonely	Average	1.9
Value	Value Label	
4	very often	5%
3	sometimes	22%
2	once in a while	38%
1	never	34%
discouraged	Average	2.3
Value	Value Label	
4	very often	6%
3	sometimes	31%
2	once in a while	54%
1	never	8%
emotionally drained	Average	2.6
Value	Value Label	
4	very often	14%
3	sometimes	44%
2	once in a while	37%
1	never	5%
overwhelmed	Average	2.5
Value	Value Label	
4	very often	14%
3	sometimes	37%
2	once in a while	40%
1	never	9%
inadequate	Average	2.3
Value	Value Label	
4	very often	10%
3	sometimes	31%
2	once in a while	43%
1	never	17%
unsupported	Average	1.9
Value	Value Label	
4	very often	6%
3	sometimes	20%
2	once in a while	40%
1	never	34%
inferior	Average	1.6
Value	Value Label	
4	very often	2%
3	sometimes	10%
2	once in a while	40%
1	never	48%

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	Average	
unempowered	1.8	
Value	Value Label	
4	very often	6%
3	sometimes	16%
2	once in a while	36%
1	never	41%
taken advantage of	1.8	
Value	Value Label	
4	very often	4%
3	sometimes	16%
2	once in a while	39%
1	never	41%
misunderstood	2.2	
Value	Value Label	
4	very often	5%
3	sometimes	25%
2	once in a while	52%
1	never	17%
anxious	2.1	
Value	Value Label	
4	very often	5%
3	sometimes	24%
2	once in a while	51%
1	never	20%
disconnected	1.8	
Value	Value Label	
4	very often	2%
3	sometimes	15%
2	once in a while	46%
1	never	37%

Question 32: To what extent do you share your role with others (i.e. some churches are developing an "executive pastor team" approach)?

I do not share any part of my role	63%
I share up to 25% of my role	18%
I share 26-50% of my role	12%
I share 51-75% of my role	5%
I share more than 75% of my role	2%

Question 33: If your role as executive pastor is only part of your job description, what other major roles do you carry, such as perhaps teaching pastor or pastor/director of missions, children, students, or worship?

Most common responses:	# of people	approximate percentage
Teaching	80	14%
Missions/Outreach	44	8%
Counseling/Pastoral Care/Recovery Ministry	28	5%
Small Groups	27	5%
Adult Ministries/Education	18	3%
Men's or Women's Ministries	20	4%
Campus/Multisite Development/Church planting	16	3%
Worship	12	2%
Communications	9	2%

Question 34: What is the top work-related issue you lie awake in bed thinking about?

Individual responses have been omitted - the most frequently stated categories were (in order):

- Financial and Staffing/HR issues;
- Relationship w/ the Senior Pastor (approval by him, feeling unempowered, lack of leadership/vision/direction);
- Personal effectiveness the role as Executive Pastor;
- Leading the church/congregation to grow spiritually, disciple people, reaching the unchurched, and aligning the church w/ the Great Commission

Question 35: In what year were you born? **Average 1955**

Question 36: Your gender

Male	89%
Female	11%

Question 37: Your race or origin:

White or Caucasian	91%
Hispanic	2%
Black or African American	3%
Asian or Pacific islander	1%
Indian (American) or Alaska native	1%
prefer not to answer	0%
other, please specify	1%

Question 38: Which of the following best describes your current marital status?

never married	1%
in first marriage	87%
divorced or separated	1%
widowed	0%
remarried after death of spouse	1%
remarried after divorce	8%

Question 39: Rate how the following help your personal spiritual growth.

individual time with God (Bible, prayer, solitude)

	Average	3.7
Value	Value Label	
4	extremely helpful	74%
3	3	22%
2	2	3%
1	not very helpful	0%

worship services at this church

	Average	3.0
Value	Value Label	
4	extremely helpful	27%
3	3	45%
2	2	23%
1	not very helpful	5%

small group you're part of (pick the one that's most helpful!)

	Average	2.7
Value	Value Label	
4	extremely helpful	21%
3	3	38%
2	2	29%
1	not very helpful	11%

influences not connected with the church (books, blogs, conferences, etc.)

	Average	2.9
Value	Value Label	
4	extremely helpful	27%
3	3	44%
2	2	24%
1	not very helpful	5%

Question 40: Please rate the level of involvement/relationships you maintain outside your church community in the following areas.

sports

	Average	2.2
Value	Value Label	
4	highly involved	15%
3	3	23%
2	2	30%
1	not involved	32%

recovery group

	Average	1.1
Value	Value Label	
4	highly involved	1%
3	3	1%
2	2	5%
1	not involved	92%

social service group

	Average	1.5
Value	Value Label	
4	highly involved	3%
3	3	9%
2	2	18%
1	not involved	69%

neighbors

	Average	2.1
Value	Value Label	
4	highly involved	4%
3	3	19%
2	2	56%
1	not involved	20%

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		Average	
family	Value	Value Label	3.5
	4	highly involved	58%
	3	3	33%
	2	2	8%
	1	not involved	1%
friends	Value	Value Label	3.0
	4	highly involved	32%
	3	3	41%
	2	2	24%
	1	not involved	3%
politicians	Value	Value Label	1.3
	4	highly involved	1%
	3	3	3%
	2	2	21%
	1	not involved	75%

Question 41: List your top three spiritual gifts:	# of pastors		
	367	Leadership	66%
	364	Administration	66%
	238	Teaching	43%
	104	Discernment	19%
	102	Wisdom	18%
	71	Pastoring	13%
	69	Exhortation	12%
	50	Service	9%
	48	Faith	9%
	38	Giving	7%
	22	Helps	4%
	21	Prophecy	4%
	20	Hospitality	4%
	14	Knowledge	3%
	12	Mercy	2%
	2	Healing	0%
	2	Intercession	0%
	1	Celibacy	0%
	1	Tongues	0%

Question 42: How do you respond to this statement: "Our church will meet its budget for 2009?"		
	Yes, probably	63%
	No, probably	26%
	Don't know/unsure	11%

Question 43: Overall how is the current economic slowdown impacting your church?		
	very negatively	7%
	somewhat negatively	44%
	minimally	43%
	not at all	6%

Question 44: Please give your best estimate of the following: "In 2009 we expect our church income to..."		
	Increase more than 20%	4%
	Increase 11 - 20%	10%
	Increase 1 - 10%	39%
	Remain the same	23%
	Decrease 1 - 10%	18%
	Decrease 11 - 20%	4%
	Decrease more than 20%	0%
	Don't Know	1%

Question 45: What is your church budget for 2009 (or current fiscal year)? This should be your total budget, all funds combined.		
	MEAN: \$	3,881,940
	MEDIAN: \$	2,795,180

Question 46: What is your current salary from your church work prior to taxes, including fringe benefits and allowances, and value of housing allowance (if you use it), but excluding health insurance and pensions?

Question 47: What is the total amount of any income that your household receives from sources other than income from your church, such as a spousal salary, a second job, investments, etc.? (Do not include your personal income from the church.)

NOTE: Results below reflect the averages for ALL responses, in three separate categories, thus, the lowest salary does not necessarily correspond with the lowest total household income.

Salary from the Church	
MEAN \$	82,823
HIGH \$	170,000
LOW \$	12,000
MEDIAN \$	82,000

Other Income	
MEAN \$	42,599
HIGH \$	850,000
LOW \$	-
MEDIAN \$	25,000

Total Household Income	
MEAN \$	124,630
HIGH \$	950,000
LOW \$	20,000
MEDIAN \$	109,000

Question 48: Does your congregation or denomination contribute to a retirement plan for you?

yes	75%
no	25%
not sure	0%

Question 49: What is one very specific thing you do to keep the relationship between you and the senior pastor working well? (Your example does not need to be related to finances.)

(Individual responses omitted)
The most cited tip from this question was **to keep communication open, honest, and regular**