

The 2010 Church Consulting Future Trends Report

2010



2017 Survey Update



Society for
**CHURCH
CONSULTING**

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For more information about the Society and our training and certification process, please
contact Jim Barber, Society President at jim@churchconsulting.org or 1-866-221-6313

Background and 2017 Survey Update Process

2010 Future Trends Survey and Report



In 2010, the Society for Church Consulting published a document called The 2010 Church Consulting Future Trends Report. This was based in part on a survey of consultants and church pastors conducted during 2009.

To accomplish our mission of equipping consultants for church revitalization, we wanted to be sure we understood the field of church consulting better. Our desire was to serve both consultants and the church, but especially consultants.

The Future Trends Report was a follow up to a dissertation study published in 2006 by Warner Smith. We surveyed subscribers of ChurchCentral.com's newsletter, and the Society's database. Seven questions in the survey were directed at pastors, and eight questions were directed at consultants.

This report in 2010 also published 13 Commentaries on consulting.

2017 Survey Update: Content

In the current update, we repeated the 15 questions asked in 2009. However, we did not solicit new Commentaries or updates on the prior Commentaries. We asked for more detail on consulting specialties and how many consultations consultants had conducted.

We also added six more questions of consultants based on discussions we have had with hundreds of those interested in this field since 2009.

- Q12 Do you have a consulting legal entity?
- Q13 Do you have an informal partnership?
- Q14 Do you charge money for consultations?
- Q15 If you use an hourly rate, what is it?
- Q16 How many years of ministry experience did you have before consulting?
- Q17 How many years of marketplace experience did you have before consulting?

In this 2017 update, we elected to publish all comments made associated with each question.



2017 Survey Update: Methodology

Just as in 2009, we surveyed the subscribers of ChurchCentral.com (just over 6,500 subscribers) and the database of the Society (2,500). The Society's LinkedIn Group (2,160) was also surveyed. Multiple requests to these groups were made for survey participation over the summer of 2017.

2017 Report Synopsis

The 2017 Survey Update is rooted in a survey that was conducted originally in 2009, and published in 2010, to create a profile of church consulting and how the Church perceives consultants. The 15 questions asked in 2009 were repeated in 2017, expanded, and six new questions were added. Participants in the survey are from the subscribers to Churchcentral.com, the database of the Society for Church Consulting, and the Society's LinkedIn group.

Many of the survey findings were the same as in the 2010 report:

Church Perception of Consultants

- Use them for general health, growth, revitalization, conflict resolution, other
- Generally, very satisfied with the work of consultants
- Face financial barriers or lack of leadership unity when considering hiring

Profile of Church Consultants

- Only 14% are full time and 58% devote 5 hours or less to consulting weekly
- 71% have conducted 50 consultations or less
- Most have other jobs in ministry or other sectors
- Many help with general church health and/or have other specialties

This is growing field

- A strong majority of churches are open to using a consultant in the future
- Consultants are consulting more than in the past and expect to in the future

There are new findings since the 2010 report:

- With the passing of time, the experience level of consultants has grown
- Most consultants do not operate from a separate legal entity or informal partnership
- 17% operate from a 501 (c)(3) nonprofit and a majority operate for profit
- Only 34% say they do not charge money for consulting
- 51% charge \$35 per hour or less. But some charge as much as more than \$150 per hour
- 75% have had more than ten years of ministry experience prior to consulting
- Only 16% say they have had no marketplace experience, while 42% have had over ten years of experience prior to consulting

Charlie Church Consultant

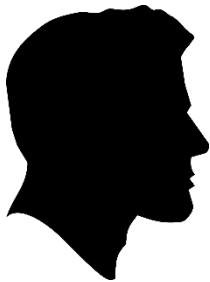
Profile of the “Typical” Consultant

By Jim Barber

I live in Andover Minnesota which is within a few miles of the home town of Garrison Keillor. He is famous in part for his monologues and signing off his reporting on the news from the fictitious Lake Wobegon, “where all the women are strong, all the men are good looking, and all the children are above average.” Statistically, it is possible, but not probable, that his demographic summary is true. It works well for humor, but not for making accurate conclusions.

My primary point with the Lake Wobegon story, is that we need to be careful what conclusions we make from surveys. On the one hand, we want the survey to tell us something of value. On the other hand, we don’t want to stretch the truth and make the survey into the image of what we think is true or want to be true.

Having said the above, I think there is still value in using the survey to paint a picture of the “Typical” Church Consultant. Using the survey results, the following is my attempt to paint such a picture. Other pictures could be painted, but this one attempts to state many of the 2017 survey results.



Charlie Church Consultant is not consulting full time. He (or she) consults an average of less than 5 hours per week and he has another job in church ministry. In any given month, he may help churches with general health, growth, and revitalization, but it is also likely that he may help churches in one of several ministry specialty areas.

Charlie has been in ministry for 20 years, has been consulting for more than the last six years. He has thus far completed 50 consultations. He is thankful that he also had ten years of marketplace business experience prior to being in ministry. That experience does inform his consulting.

He is doing more consultations now than he was three years ago and he is optimistic that he will be doing more consultations in the future than he is now.

He says it is difficult or somewhat difficult to find new church clients. If you press him on what the barriers are, he will say that there are several. Some churches have financial limitations. They may not be familiar with what consultants do or they know what they do and are embarrassed to have someone come in from the outside. Charlie says that he finds that some leaders within a local church want to use a consultant while others don’t and the leadership team can’t reach consensus.

He has not set up a separate legal entity for his consulting. But he has recently been meeting for coffee with a friend of his who is more of a coach than he is. They are considering an informal written letter of understanding between them on how to work together to help churches.

Charlie thinks there is value in having churches compensate him for his services. He currently charges \$30 per hour and he wonders at times what he should be charging.

Consultants Through the Lens of a Church

By Jim Barber

If you didn't like the previous page, you may now be saying, "There he goes again". You may think it is too simplistic or even misleading to boil a survey such as this down to a caricature. And, you may be right. My intent is to help you think whether you completely agree with me or not.

Just as the survey clearly tells us something about the typical consultant, it also tells us how the Church generally perceives church consultants. More specifically, I think the survey also can tell you how one local church may perceive you as a consultant. Consider how that information can be helpful to you as follows:

- It may prevent you from starting with the wrong impression of their perceptions
- It can prepare you for various conversations with or questions from church leadership teams
- The perceptions stated here may not be overt but below the surface in your conversations
- Perceptions can help you think about how you present and promote your services
- The church leadership team's perception is your reality
- Knowing this can help you ask questions and have better communication
- Knowing these perceptions exist may even help you to be asked to help one or more churches

With that as an introduction, **consider this as you are driving into the parking lot** of the next church you may hope to consult. This may just be the lens through which the church sees you.

**The church leadership team's
perception
is a consultant's
reality**

The church you are considering working with may be as likely as not to have already used some type of a consultant in the past. If they did, they probably were looking for help with their vision or their health and growth. They may also have been trying to get past a recent conflict or wanted help in a specialized area. No matter the type of consultation,

they very likely had a favorable experience.

They are likely very open to working with you, but as they consider it, they may be wrestling with one or more of the following thoughts or feelings:

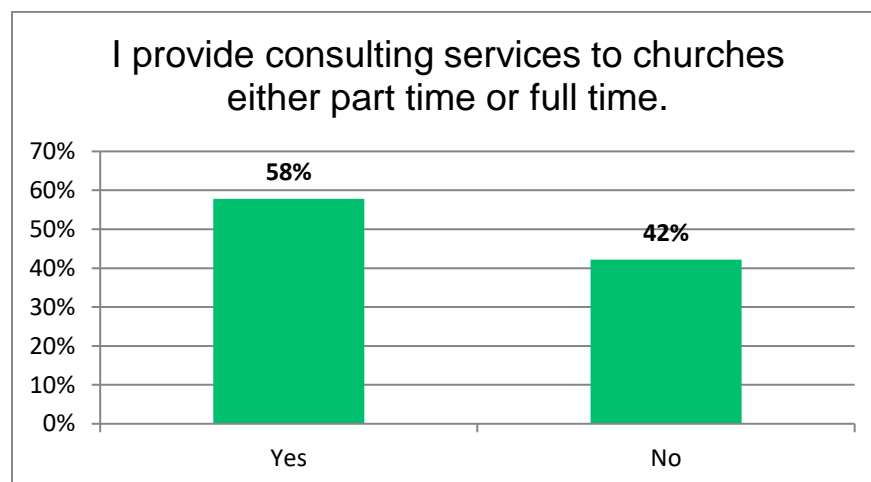
- Can they afford the expense of the consultation?
- Will there be enough value for their expenditure for your services?
- Some may not be familiar with what consultants do
- Some know what you do but are embarrassed to have to ask for your help
- Some are questioning how an outsider can help when they know the church from the inside
- Some on the leadership team want to work with you and others are not so sure about that

The above may help you take your mind off how you perceive the church long enough so you can focus on how they may perceive you.

Future Trends Update 2017: Detail by Question

Q1 I provide consulting services to churches either part time or full time.

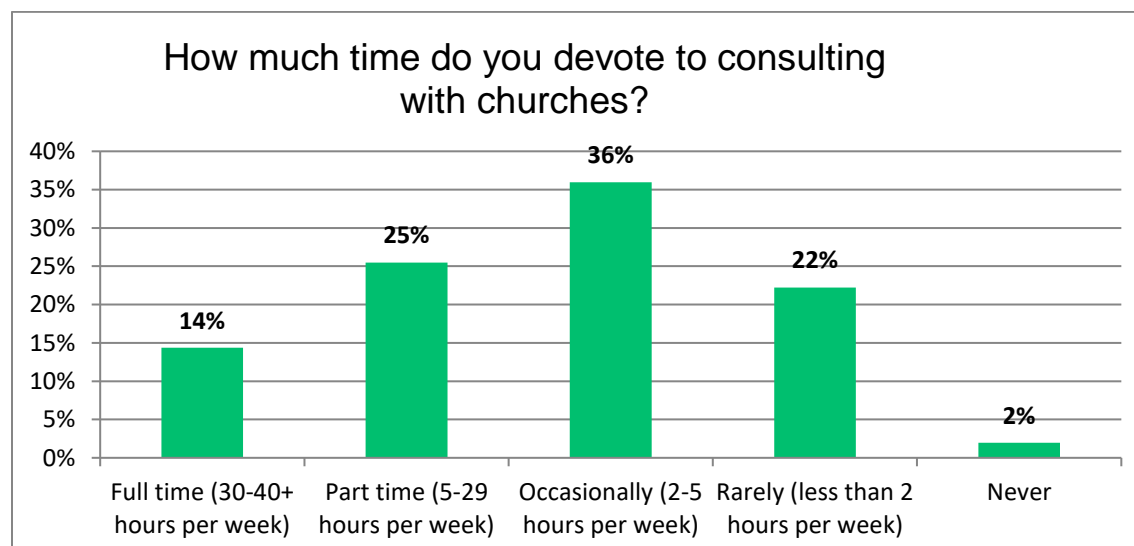
Yes	57.85%	188
No	42.15%	137
	100.00%	
Answered		325



Comments: There were no comments for this question.

2017 Analysis: The survey sample we achieved with this update was less than the original study. Nevertheless, it gives us a fresh snapshot some seven to eight years later and can be tempered by the original survey result in 2009. Overall, the 2017 results are very similar to 2009.

Q2 How much time do you devote to consulting with churches?



Comments: These are the comments that were posted for this question. Note: All comments for all questions are included without editing. Thus, there are spelling and grammatical errors.

Still haven't been certified through the Society. Working on it (slowly.)

This varies with the number of churches I am working with, or where I am in the consultation.

This will change August 1 as I enter full time into consulting

My time is split between coaching and consulting full time.

I have 20 churches which I consulting with 45 pastors

Varies, as at times hard to get apt's or meetings with some.

AS YOUTH PASTOR, SECRETARY OF A LOT OF MINISTRY, FOUNDER OF YOUTHS AND YOUNG PEOPLE

I work Churches on pantries and food give a ways. Preparing meals for non profits and helping to build a home for women and children.

full time pastor

I help churches who are stuck and need a nudge.

I am a parish nurse/faith community nurse who provides mentoring to other area nurses & pastors seeking to begin or sustain a health ministry. I currently practice in my own church.

I am getting out of the business for health and retirement reasons.

Just getting consulting "business" started

When I am on a project it is about 40+ hours preparing/Onsite/Post followup. When there is not a church that I am working with it is very little. I am a FT Exec Pastor. So if you need to change my above answer based on this feel free.

As a branding designer specializing in churches.

I do technical consulting with churches full time, it is my company's main offering to the churches.

I teach pastors about life, home and ministry.

Part of a team

I am a full time employee for CSBC, Healthy Church Group and about 50% of every week is spent consulting with one of our 2300 churches.

I have done this casually at the present time.

Usually in the area of Equipping Ministries. In the past have done conflict resolution.

I want to do more but I have not established my practice.

My background is in management consulting; I currently work for my church as a Project Manager but also perform various organizational assessments, leadership training, process improvement strategies, etc for our church.

I did consulting full time for 10 years (2006-2016). I've taken a sabbatical year (2017) with very limited consulting (while also pastoring a church. OKCFAITH.com) and I'm discerning what level of consulting I will do in the future.

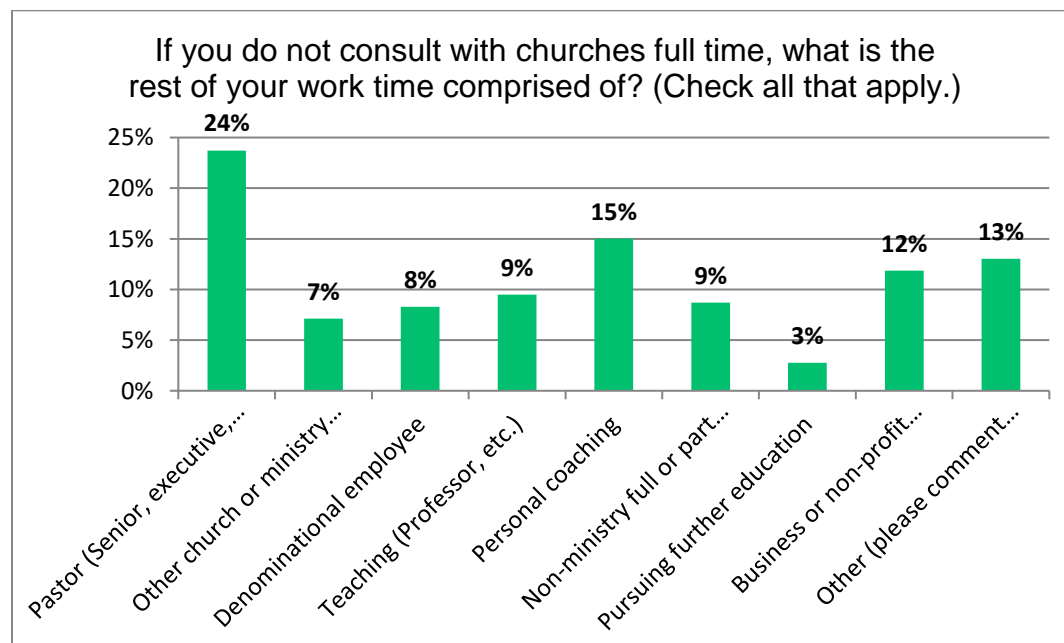
I have a monthly retainer to work with a set number of congregations. The actual hours per week can differ greatly from month to month depending on where the congregation is in the renewal process, difficulties to be coached through, etc.

Our focus is Leadership Development and Intentional Discipleship. A significant aspect of our ministry is guiding churches in the process of calling Lead Pastors and Staff.

2017 Analysis: The survey shows that most consultants are not full time and the majority, 58%, consult less than 5 hours per week.

2009 Comparison: '09 16% full time, '17 14%; 48% less than 5 hours per week.

Q3 If you do not consult with churches full time, what is the rest of your work time comprised of? (Check all that apply.)



Comments: These are the comments that were posted for this question.

private counseling

Ministry related business.

I do volunteer work with the denomination in helping churches with pastoral placement. I also do pulpit supply. I'm also semi retired.

Churches make up a small percentage of my client portfolio.

Industrial/Organizational Psychology Researcher & Consultant

Architect

I volunterr as CISM & Chaplain for non profit groups while trying to get Consulting work.

retired

Retired Risk Management consultant

I have my own company and I have a passion working with the less fortune in our community.

Retired

Retired

Retired activities

Writing with the objective of laying a practical framework that can be built upon with others that will facilitate an effective approach toward becoming a people; and interdependent, fully functional unity of the diversity that God has created. Obviously this is a task much larger than I am capable of yet it is the Biblical model -- but it is not our Western model.

Independent missionary generating study materials and assisting a missions organization.

We are together

"Retired" - my former employet eliminated my position in 2012. I now do the mentoring & coordination of our faith community nurse network gratis - it is my passion. However, i am also enjoying my retirement!

Retiring

Other Christian nonprofit consultation/coaching

I am full time consultant. This question doesn't make sense

Architect

Realtor

Self employed business owner

Pulpit supply, Pastor leadership development /coaching

I consult with churches full time

I do full time.

Owne of print shop

Professional consulting and family. I am retired from full time work.

Advocacy in public square.

retired church CFO and business owner

I am president of a para-church ministry focusing on church health and I use coaching as a major part of that ministry.

Provisionally licensed counselor

Conducting research related to spiritual growth

International Leadership Equipper and Encourager

writing; conducting seminars with church leaders; leading online webinars

Quite a bit of our time is spent in research and writing. We also provide professional leadership development services to business and industry.

I pastor a church also.

Training, website resources, and convention business.

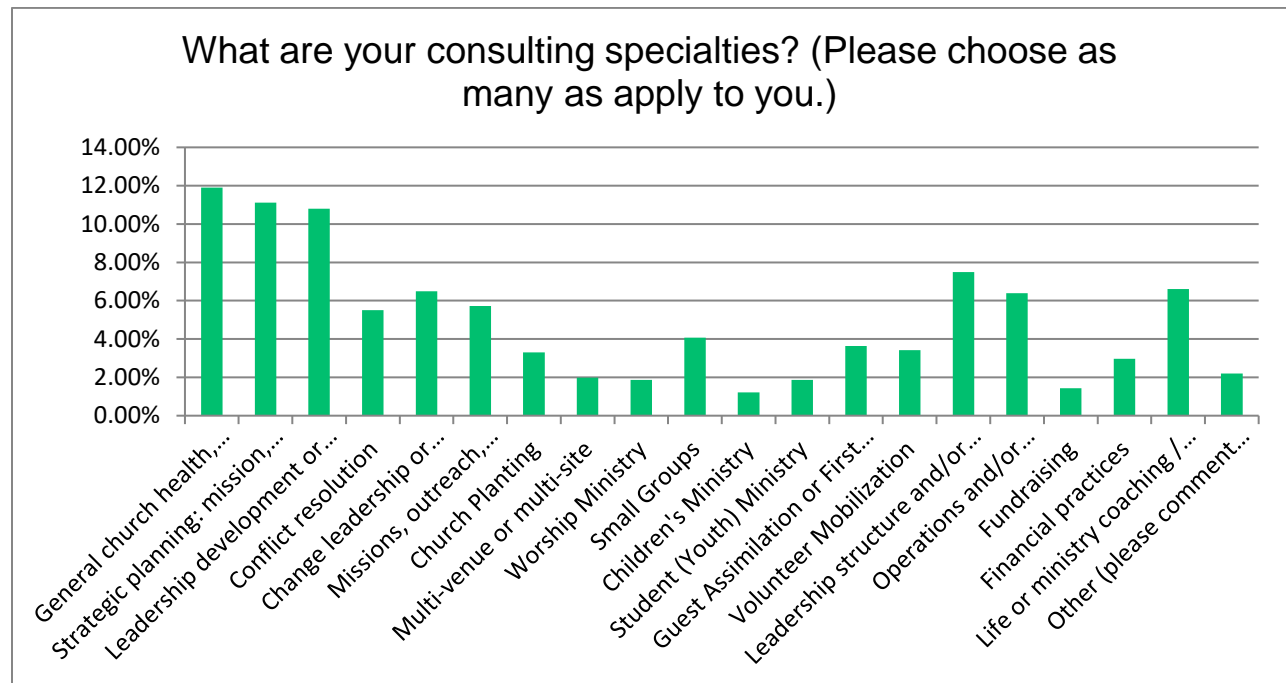
I'm a Project Manager for my church

OKCFAITH.com - I have pastored this church for 24 years. During 2006-2016 continued to serve as the Senior/Lead Pastor while also doing full-time consulting (an average of 20 churches per year). But I suffered burnout from the intense schedule. Faith Church is a congregation we have been blessed to see grow from 300 to 1500 over 24 years.

2017 Analysis: A large group of part time consultants in the survey, 31%, are also on the staff of a church. There are a variety of other church and non church involvements by some.

2009 Comparison: 53% staff. Either a change in sample or a shift to other categories like coaching and business consulting.

Q4 What are your consulting specialties? (Please choose as many as apply to you.)



Comments: These are the comments that were posted for this question.

Leadership succession strategies and implementation

I work primarily with small established churches many of which are struggling.

My primary focus is on helping congregations become more mission-driven; however, I am prepared to go through most doors that they open up. That's usually governance or " future options for our church", etc.

Site planning and development, vision casting for physical plant, coordination with fund raising efforts, building concepts

Safety Security Planning, Policies, Training and Supervising Teams and helping start and run their program with Volunteers, Staff, F/T or Contract. Also get equiplent, access control & CCTV.

Replant work

Marriage and Family

So far, facilitation of small support groups for pastors. Eventually intentional small groups having a transformational objective of developing relational competencies required of an Interdependent group of mature individuals who together develop competencies beyond what is possible as individuals. In a nutshell.

A needthevission

Health ministry

Human Resource Policy, Procedures and Practice - Organizational Development Planning

Singles and Divorce Recovery Ministries 30 years...

Facilities

other team members are the specialists. Other: Manly of our clients come to us because of our expertise in facility planning.

Logo design for churches, children's ministry, youth ministry, and other brand design for churches.

Pastoral care and guidance.

Counseling and Spiritual direction

AVL - audio, video and lighting, technical training, design and specifying equipment

specific to Rural areas and small churches of NW Kansas, SW Nebraska, and NE Colorado

Discipleship

discipleship; creating a discipleship pathway; connections; discipleship coaching; leadership coaching; leadership development; time management

collegiate ministries, pastoral care

I am not a trained consultant.

Preaching

While we all understand the complexities and different dynamics of church health and growth, my core passion is to get all church more effectively reaching the list and retaining disciples. In

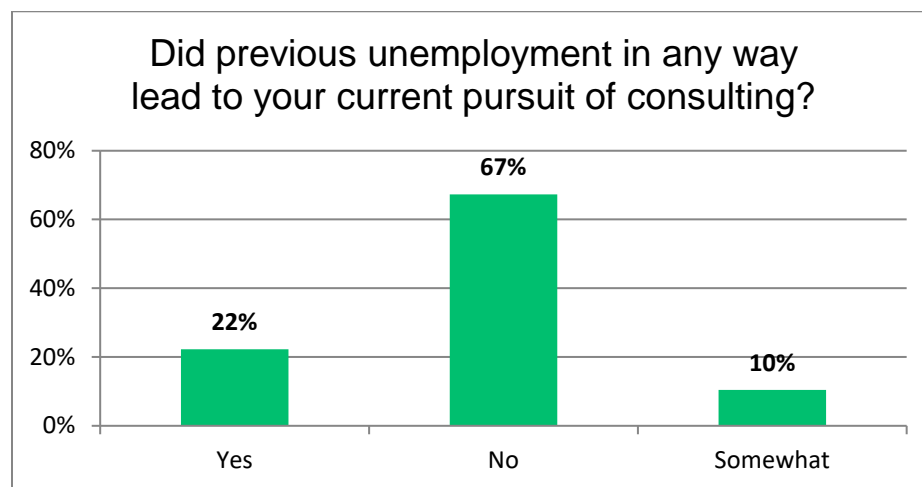
reality every problem of the church can be solved by reaching lost people who are properly disciplined (provides growth, finances, volunteers, future leaders, etc).

Ministry to men

2017 Analysis: There is a large variety of specialties provided by consultants. While many address matters of general health and strategic ministry planning, there are also those that help in nearly every area of ministries of the church including administration and technical support.

2009 Comparison: General health, revitalization, and strategic ministry planning come out highest again, but with much smaller percentages responding. There may be a greater concentration of specialization as consultants have matured in their services and market position.

Q5 Did previous unemployment in any way lead to your current pursuit of consulting?



Comments: These are the comments that were posted for this question.

My ministerial calling and occupation provided both the desire and relationship skills. Unemployment provided the opportunity to pursue.

Training and experience in Law Enforcement, Private Security, Police Chaplain, CISM & CIT Training.

I was a pastor for 35 years.

During interviewing I found I was coaching search committees on their church health and readiness for change.

My original objective was to manage the increasing complexity in the world of work which requires effective relational skills enabling an Interdependency and generative functionality. The workplace is not prepared to invest in such an effort. I turned to my seminary training and to the church for help but have not really seen the necessary mindset that would build the community

of believers into a people having one heart, one mind and one voice while fostering the full functionality of each part having a dynamic characterized by love.

30 years full time pastor, executive, mission worker, poverty research.

I planted and grew one of the early large churches

Faced a forced termination situation

We hired the firm twice at our church to work with us (2005, 2008), in 2010 I started working with them.

I worked for Outreach, and upon leaving set up my own company specializing in branding.

I was previously employed in a TV production house for 17 years. I saw the great need in the church for proper AVL systems design and training. That led me here.

I chose to leave the associate pastor full-time position to pursuit another career and consulting was one area I am looking at since that is a passion.

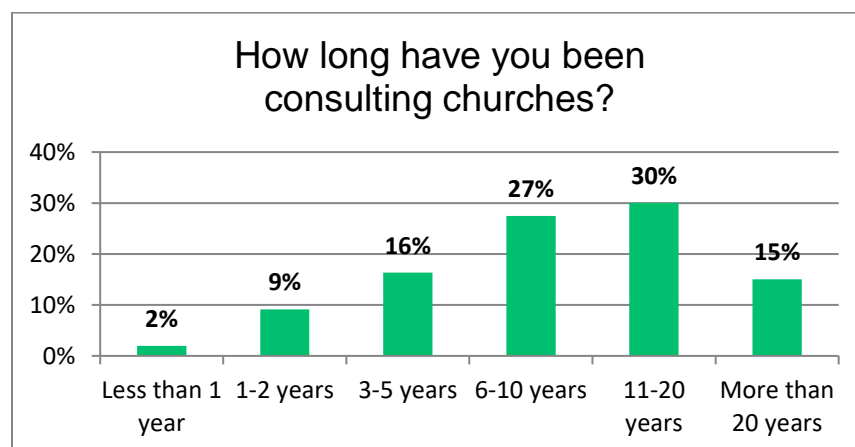
Because if he growth we witnessed many people came to us seeking help.

I was a full time parish pastor until 2010. The congregation decommissioned and I was without a call.

2017 Analysis: Most, 67%, did not come to consulting because they had lost their ministry or marketplace “job”. This question was first asked in 2009 at the height of the Great Recession. In addition, there may be a perception by some that consultants become consultants because they couldn’t keep their ministry “job”. This survey shows that perception is generally not true at all.

2009 Comparison: 79% said no.

Q6 How long have you been consulting churches?



Comments: These are the comments that were posted for this question.

Although I have provided such ministry for 30+ years

I began informally after my first church grew from 35-400 in 3.5 years from 1981-1984

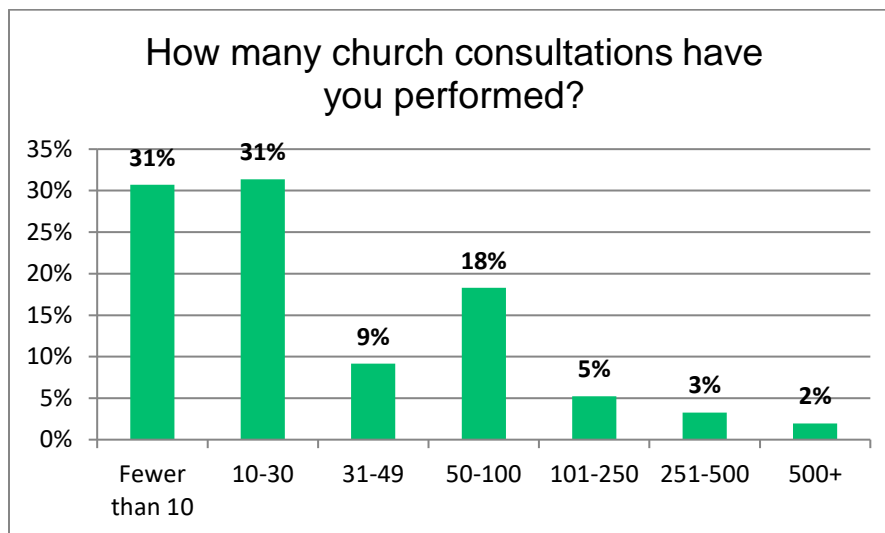
Started 2011.

I have been to 27 countries internationally providing Leadership Development and Intentional Discipleship.

2017 Analysis: 72% have been consulting for 6 years or more.

2009 Comparison: 47% 6 years or more. **With the passing of time, this per centage has increased.**

Q7 How many church consultations have you performed?



Comments: These are the comments that were posted for this question.

Find little to no interest at times as churches have no real Plan, good Policies on handling issues and little training or experience in most.

Hard to say really because my work is with groups of churches. But as to individual congregations, that is the range.

Most of these have been with ministries that offer services to local churches. (National offices, denominational service agencies, etc.)

2200+

This does not include minor trouble shooting consultations that took less than a day.

I have conducted more than 100 comprehensive church health consultation in the last 13 year and several hundred ministry specific consultation including kids ministry, Sunday School and space/facilities.

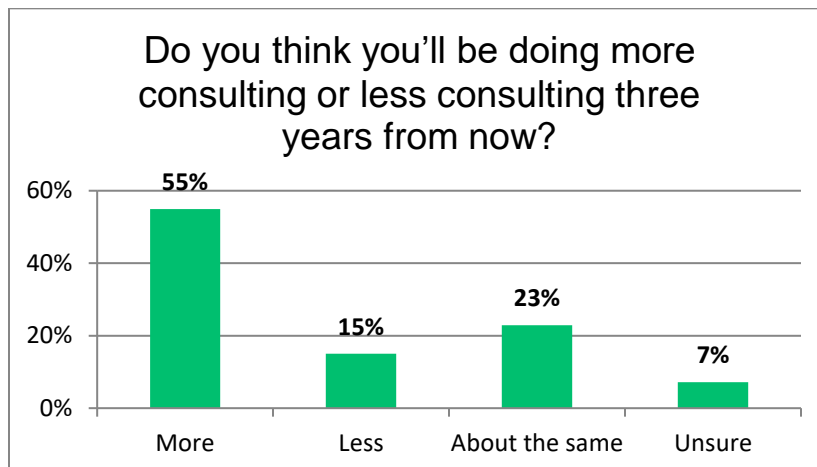
Engaged on an informal, voluntary basis

Many informal

2017 Analysis: 71% have conducted less than 50 consultations and most of those have conducted 30 or fewer. Very few have conducted hundreds of consultations.

2009 Comparison: 78% fewer than 50. We did not do a breakdown of less than 50 at that time.

Q8 Do you think you'll be doing more consulting or less consulting three years from now?



Comments: These are the comments that were posted for this question.

I may be retired

Too frustrating and can't cover expenses I fear.

In process of retiring

I am 64, have spent over 20 years with consulting as my primary focus, and anticipate that I will be doing less travel and probably spending more time with my local ministry.

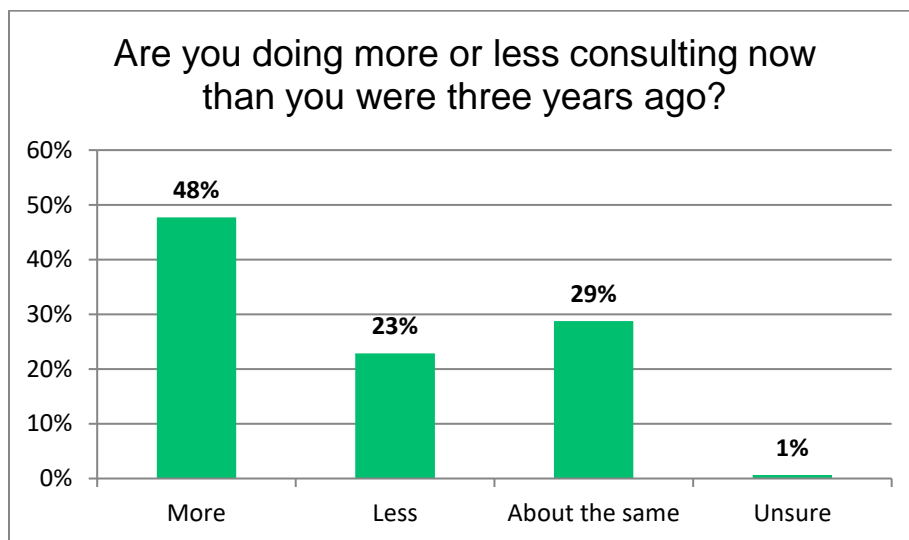
I am moving further into writing, so my time 'hands on' with church leaders and pastors will probably decline somewhat.

We have seen a decline in interest. We are doing more coaching and what we call an assessment. The assessment is a one weekend snapshot of the church with the report going to the pastor. It is up to the pastor if we will use a survey or not.

2017 Analysis: A slight majority, 55%, see their consulting growing in the next three years, while 23% think it will stay at the same level.

2009 Comparison: 66% said more and 21% said about the same.

Q9 Are you doing more or less consulting now than you were three years ago?



Comments: These are the comments that were posted for this question.

Because so many of our clients come to us for facility planning, the recession of 2008 hit us hard, reducing our workload by 75%. We never fully returned to our peak level of 2007, but the last year and a half have shown an increase over where we were three years ago.

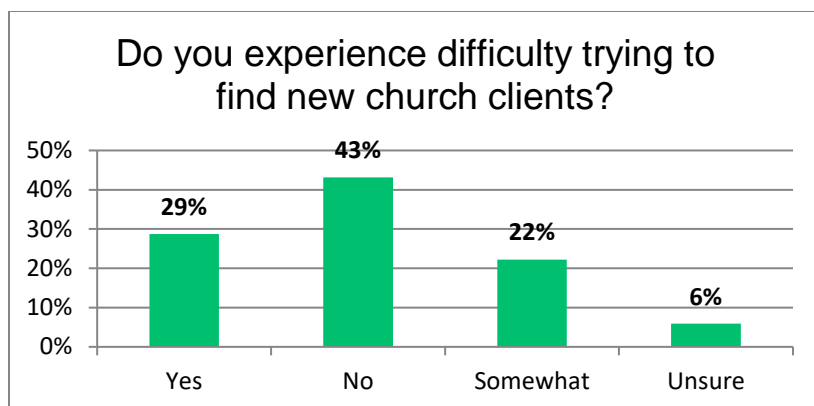
Used to be full-time consultant in corporate world but now work as a part-time PM/consultant-type role at my church

By choice. After 10 years of intense consulting I needed a break.

2017 Analysis: Looking back, 48% are doing more consulting and 29% are doing about the same as three years ago.

2009 Comparison: 47% said more and 35% said about the same

Q10 Do you experience difficulty trying to find new church clients?



Comments: These are the comments that were posted for this question.

Most small churches have limited resources, or they feel that they should not pay for consulting.

I answer "unsure" because some of the consulting that I do and will do are paid for through a missions organization trying to help churches -- I go to these churches based on a love offering plus expenses instead of a fee based consultation. Also, I do not have enough experience to answer other than "unsure."

I have gotten a number of referrals from my regional denominational executive and have not been lacking in business. However, I have not had as much success in promoting my business at conferences etc. that I have attended.

I don't pursue church clients. I used to but they were difficult to get and usually poor clients. I'll work with them if they come to me.

My denomination is restructuring in the next year. I anticipate that it will take considerable time to become known and trusted by churches in the new structure.

I do it for free

Most churches in generational decline do not recognize their need. Plateaued churches often are looking for quick fixes and most pastors do not want to go through the pain for healthy change to take place.

Since there is usually no compensation for parish/faith community nurses, many with interest are unable to take on these responsibilities while working full time & raising their families. Specialized training has also become expensive & harder to get.

What is a "client"? Should you not use the words "new converts" or "new members"?

We haven't generally, but just in the past few months, inquiries have slowed almost to zero.

We gain our connections through a ministry to rural churches and it is completely up to them to connect, we do not seek them out.

Clients are enlisted from within our denominational region

I believe there is a huge fear factor with many pastors and our work has slowed because the desperate pastors/churches have been helped. This is what led to the assessment approach. We have not been doing collaborative consultation, where churches get together to dialogue how they would respond to their own issues. I think we may soon be adding this approach to what we are doing.

Have not tried to hang out my shingle yet
our church is open to "sharing me" with other local churches for consulting needs but this has become more of a sharing best-practices than consulting

I had the privilege of sharing my story and services in partnership with a church architectural firm and at the conferences they held introducing their services. I was a guest speaker on church health and church growth which drew potential clients for them as well.

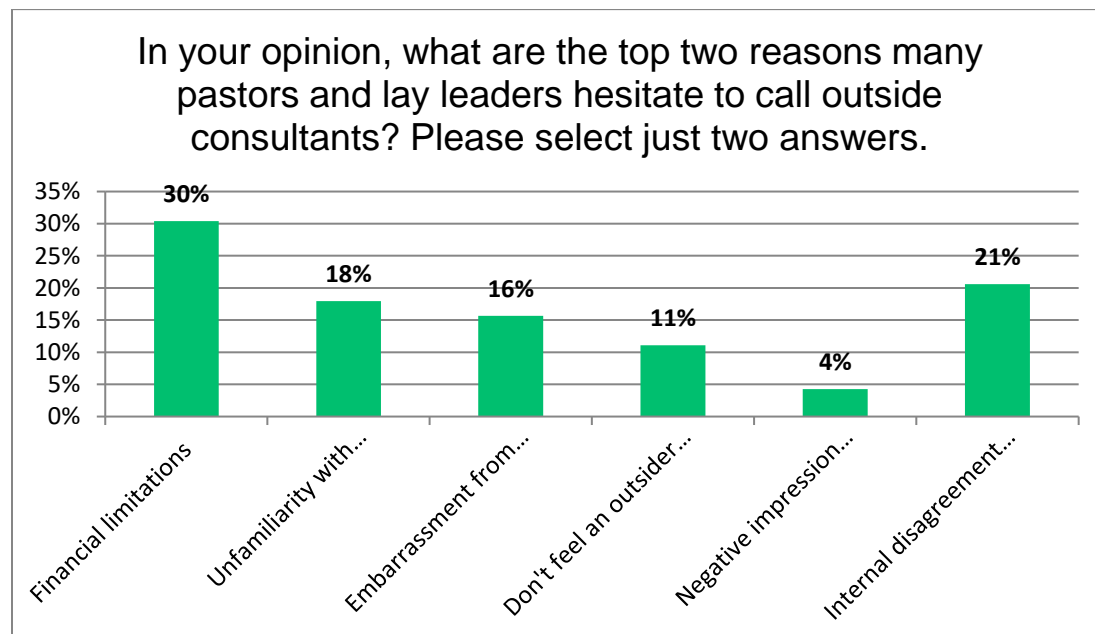
if for some reason my current arrangement should suddenly change, I'll be in a bind.

Most of my Consulting now comes to me as a result of referrals from churches that used our ministry and recommend us to other churches. However, the predominate response of churches, usually those with the greatest need is DENIAL. The majority of those churches will be closing the doors in a few years.

2017 Analysis: A slight majority of 51% say it is difficult to find new church clients.

2009 Comparison: 53% said yes.

Q11 In your opinion, what are the top two reasons many pastors and lay leaders hesitate to call outside consultants? Please select just two answers.



Comments: These are the comments that were posted for this question.

I've asked pastors this question. I'm usually told it's "pride" that prevents them from working with consultants.

In my denomination, ministers have been discouraged from "leading". They tend to be more pastoral as a default. They sometimes feel inadequate when a consultant comes in. I don't regard this as their fault. It's my denomination and our theological college that has cultivated this approach.

Need Funding to help when servicing outreach consultant.

trust

All of the above -- yet the needs are diverse.

Complacency, protectionism and fear/perceived threat of potentially revealed issues are among other potential deterrents.

Gatekeeper Mentality...No need to change = no growth!

While all the checked boxes above apply, I see that most pastors are afraid to ask for outside help because either; A) They don't want outsiders to know "family business", or B) They are embarrassed because they feel it reflects poor leadership on their part.

Insecurity is a common clergy ailment

Some do think a consultant might steal their members

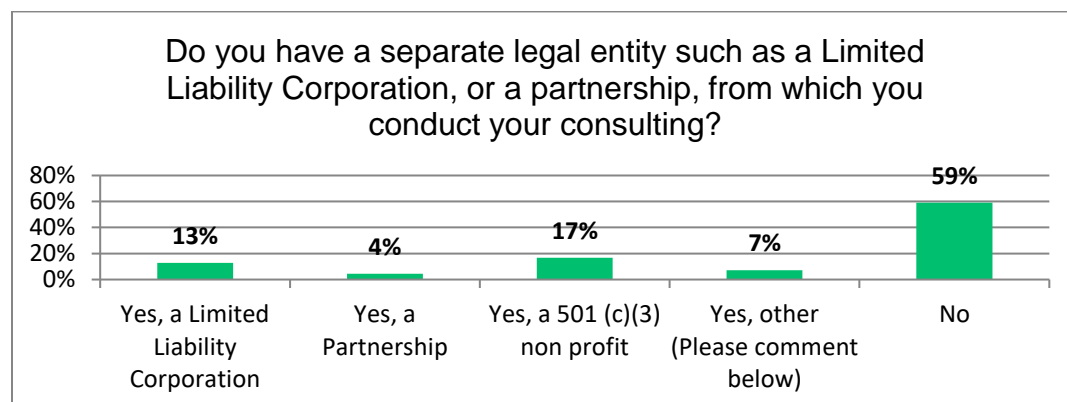
Not sure who they can trust

It's not that they don't believe someone can help. However, I believe many churches don't believe they need help.

2017 Analysis: Financial limitations tops the list of reasons churches fail to rely on consultants. Following that, there is lack of agreement on the leadership team or lack of familiarity with what consultants do (this category was new in 2017).

2009 Comparison: 59% said finances and lack of familiarity was second.

Q12 Do you have a separate legal entity such as a Limited Liability Corporation, or a partnership, from which you conduct your consulting?



Comments: These are the comments that were posted for this question.

sole proprietor

Fictitious Name registered with the state

S-Corp

I will operate under a mission board.

Sole proprietorship

A corporation

I do so for our denomination

Through my denomination (C&MA)

I have my own 501 c3 and am in the Turn Around Pastors Network.

Local elders meet often times to discuss welfare of the church through consulting

State Convention

A need ambition for worktothechurch

S Corp

Sub chapter s

S Corp

I work under the auspices of our District

not other than our umbrella 501 (c)(3)

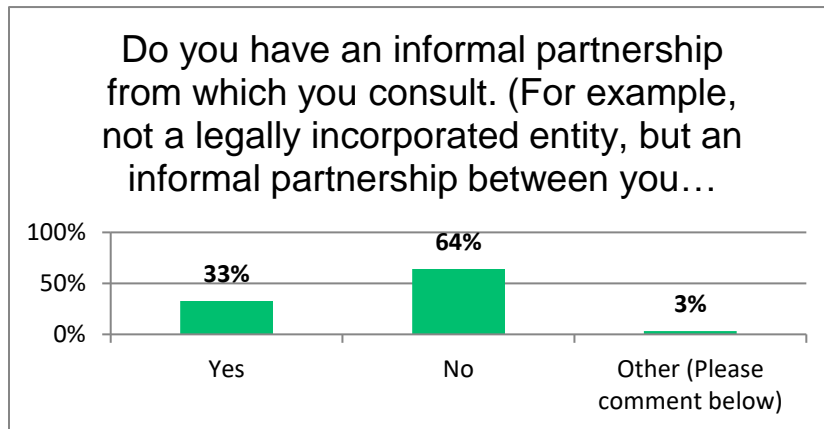
I work for the California Southern Baptist Convention

I have a "doing business as" IRS designation.

2017 Analysis: Most do not operate from a legal entity. Some are denominational employees. Less than 20% have a 501 (c)(3).

2009 Comparison: This question was added in 2017.

Q13 Do you have an informal partnership from which you consult. (For example, not a legally incorporated entity, but an informal partnership between you and others who consult, or coach, or train?)



Comments: These are the comments that were posted for this question.

I have my own consulting ministry organization (website, mission, scope of services, etc.). I operate as a sole-proprietor, offering services under an independent contractor agreement.

there is an amount of local work that I do and with friends that is just to care for others and has no financial costs.

Some projects require more technical expertise greater than what I can offer, that's when I seek peer opinion/ help.

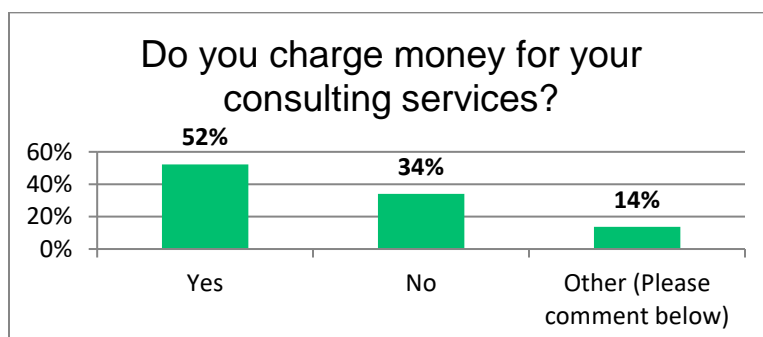
my church employment and other local churches

Some what.

2017 Analysis: Some, 33% have formed informal partnerships to work with others to provide services to churches.

2009 Comparison: This question was added in 2017.

Q14 Do you charge money for your consulting services?



Comments: These are the comments that were posted for this question.

I've only done two and both were an honorarium based payment rather than a contracted fee or an hourly fee.

Free for those part of our Baptist Association. But I ask them to make sure their giving to the association is at least 2% of their annual budget.

No, for churches related to my denominational employment. Yes, for those outside of my official orbit.

I do charge, but I will go to a church that has limited resources and not able to pay a going rate. I do ask for the church to have some financial commitment (paying my expenses, demographic survey, church health survey)

I charge a fee, but ask the congregation to make it a donation to a missional organisation that I recommend. They like that, actually.

Yes; and no.

Initial consultations free, others hourly or negotiated fee

Depends on the situation. Some yes, some not at the beginning. Love to ask the questions, "what's this worth to you?"

Am volunteering

requested a honorary

Offer some initial Pro Bono, as I am a Ministry more than a business. Beginning to see need to charge reduced fee in order to cover costs.

I don't charge, but I'm open to financial gifts of their choosing.

Sometimes. Most like to start the conversation, but never commit to time and money necessary.

Depends

still developing

It is our media to serving the man of God

Not at this point in time as I gain experience.

i receive a freewill offering

Most is side door. I'm usually asked to preach the weekend. They value preaching more.....

not yet to establish references. Will soon.

When I started years ago, I just went with whatever the church can offer. But as demands and required expertise grew, I came up with are structured payment scheme.

Sometimes

Depends on the particular environment.

Some things like assessments that must be purchased are charged for others services are not. The work we do is a benefit of being part of our District network. However, we do expect that churches will give a "love offering" to the consultant.

But if they give offering, I do collect.

We sometimes do, but it is minor and often waived

We charge when the consultation is outside our state or a non-SBC church.

I do both paid and pro bono consulting depending on the church and its circumstances.

Depends on the size of the church. Most churches I just charge for my expenses.

While I don't charge, I will accept a gratuity.

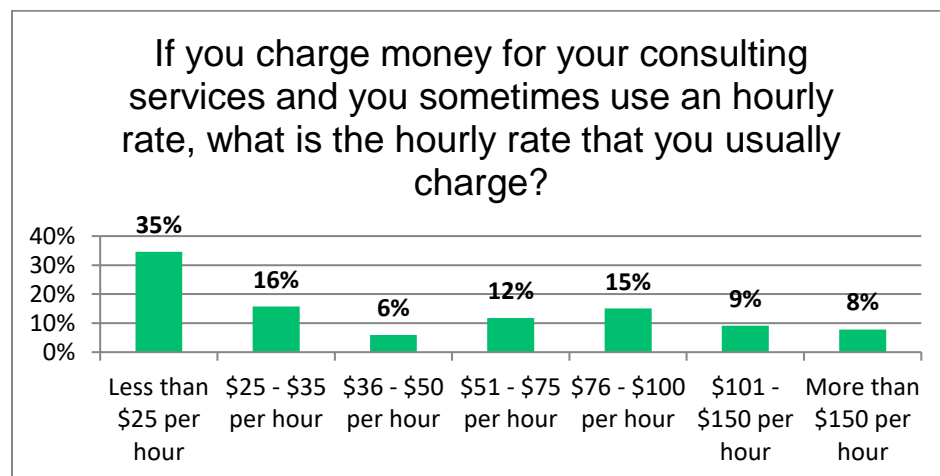
Part of my salary is built in for consulting-type rates. I have not charged other local churches we work with because it's more informal and tends to be more sharing best-practices.

We challenge churches to pay it forward.

2017 Analysis: Most do charge for consultations or they ask for an honorarium or a love offering, or they are thinking about charging in the future.

2009 Comparison: This question was added in 2017.

Q15 If you charge money for your consulting services and you sometimes use an hourly rate, what is the hourly rate that you usually charge?



Comments: These are the comments that were posted for this question.

1 church leadership succession consultation was travel expenses plus an honorarium of \$750 for a 3 hour consultation. The other consultation I'm currently doing for a non-profit missions ministry is via Skype and will include a \$1,000 honorarium at the end.

I charge by the size of the church which usually averages \$20 per average person in a Sunday morning worship service,

\$150 per 1-hour session (this includes the hours of preparation necessary to prepare for the session)

I charge a flat rate for projects. Never hourly. I don't reduce my rates but will do pro-bono.

Depends on type of consultation

Don't need the money but they need to know - 'you get what you pay for'

Volunteer

Depends on time & duties and travel.

not

For example current contract is for 25-30 hours per week 3 weeks per month, including mileage. Actual time ends up being 40-45 hours per week including travel time.

I spend my money to help

I do not charge, my pastoral call includes this line of work

No money is charged

Don't charge.

I don't charge, I consulted mainly overseas in a remote setting

no charges at this time

No problem about this matter

I don't charge money

I do not charge for my services

Minimum of 250 a hour or 3000 for year

Do not use hourly rate

The rate is set on the job vs per hour. What is the church needing but typically it is by the day when I am out.

Not by the hour. Flat fee.

Do not charge ... ministry.

I don't charge

Travel usually offered

I do not charge, but receive financial support from those I consult and other supporters.

free

We do not charge an hourly rate. We negotiate a flat fee.

Have not charged

Do not charge.

My corporate consulting rate was anywhere from \$150-225, depending on the work. Currently for my church, it's about \$50/hr, built into my salary

More formal situations--agreement of amount clear at time of scheduling.

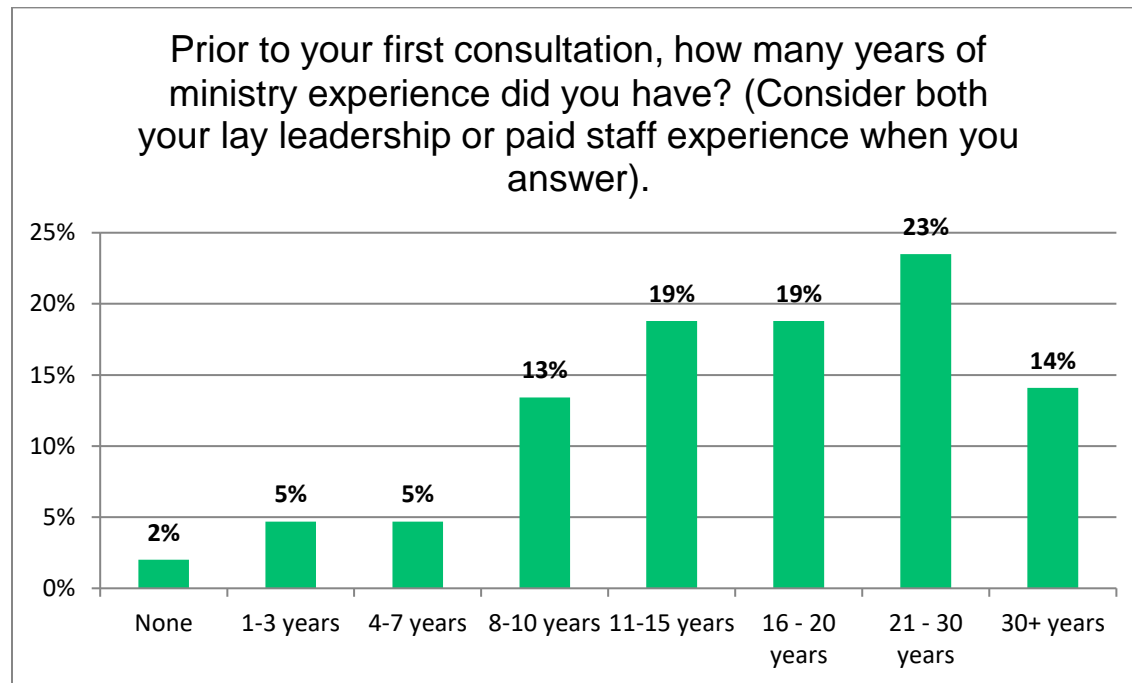
I don't charge hourly. Charge by the project. Including travel costs, typical assessment, survey and strategic plan is about \$5,000 for churches under 200 in attendance. \$7,500 for church 200-750 \$10,000+ for churches over 750

The system made me choose a value but it is not accurate. I have a Monthly retainer, plus miles at IRS rate, plus reasonable expenses for meals/hotel.

2017 Analysis: If an hourly rate is charged, 57% charge \$50 or less per hour, while only 17% charge more than \$100 per hour.

2009 Comparison: This question was added in 2017.

Q16 Prior to your first consultation, how many years of ministry experience did you have? (Consider both your lay leadership or paid staff experience when you answer)

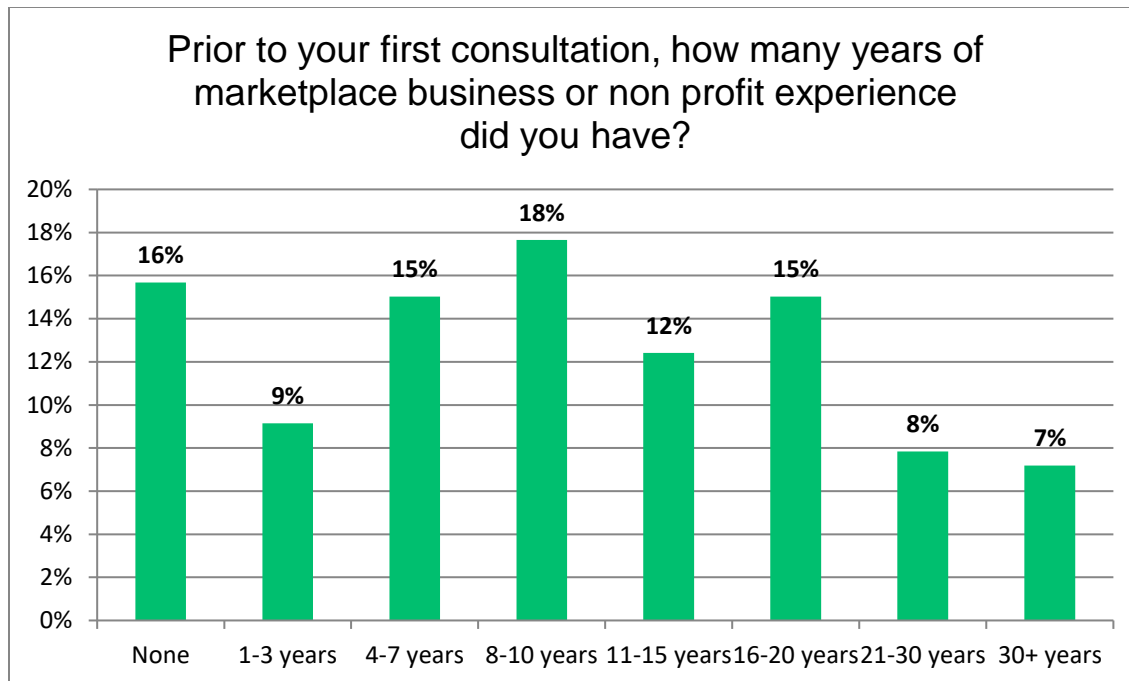


There were no comments for this question

2017 Analysis: 75% of consultants have had more than ten years of ministry experience prior to consulting. 37% have had more than 20 years of experience. Only 12% have had less than seven years of experience.

2009 Comparison: This question was added in 2017.

Q17 Prior to your first consultation, how many years of marketplace business or non profit experience did you have?



Comments: These are the comments that were posted for this question.

Now retired...I was an independent insurance agent for 42 years and covered a lot of churches.

Corporate consulting. MBA, Org Dev, as well as mDiv

No profit

I had my own business for 14 years while pastoring

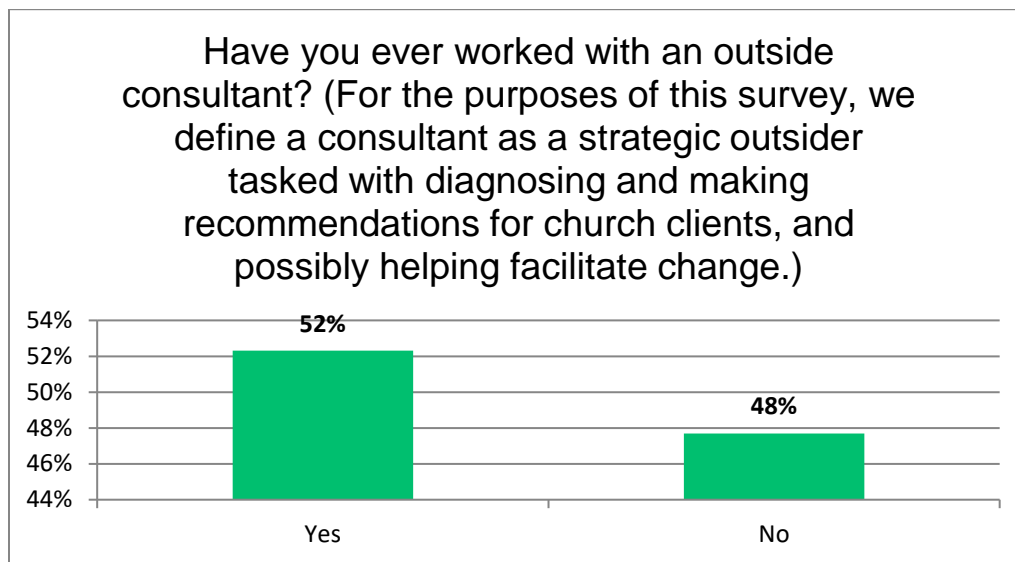
I have spent all my years in ministry

Worked in the corporate world for 12 yrs as a consultant / project manager before joining the church staff

2017 Analysis: Only 16% say they have had no marketplace experience, while 42% have had over ten years of experience prior to consulting.

2009 Comparison: This question was added in 2017.

Q18 Have you ever worked with an outside consultant? (For the purposes of this survey, we define a consultant as a strategic outsider tasked with diagnosing and making recommendations for church clients, and possibly helping facilitate change.)



Comments: These are the comments that were posted for this question.

Stewardship and Church growth

Denominational leadership with some training in church turnaround strategies

We took a survey and received a report.

Not yet

Not directly, but churches I have worked in have used consultants

I am not a pastor nor do I hold any type of office in my church. I have been a member of a church for almost 18 years that for the last 10 years, was dying. We recently merged with another church of the same denomination.

it was very helpful for me

I am partnering with local churches but not with outsaider cunsultant yet

Currently working w/consultant

i have not

In process now.

For branding and

It was a quick consult through our local church conference.

Working with consultants who lead educational restructuring

Particularly with office equipment and outreach.

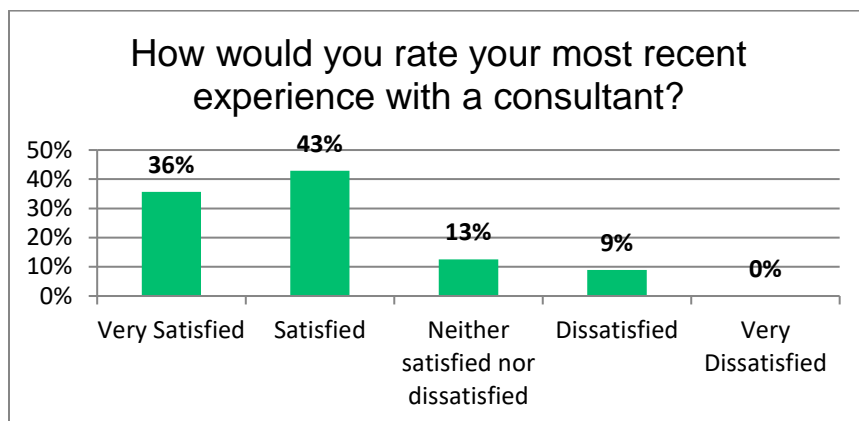
Experienced assisting pastors apart from the official church consulting certification. Preparing to complete Levels 3 & 4 in order to move to Level 5 of Certification.

I have 25+ years of church working experience

2017 Analysis: The slight majority, 52% of pastors in the survey have worked with a consultant before.

2009 Comparison: 51% said Yes.

Q19 How would you rate your most recent experience with a consultant?



Comments: These are the comments that were posted for this question.

too costly. not enough meat.

Provided outdated community demographic data to compare w/our congregation.

as associate pastor it was my task to assist the consultant. However, the deacons did not like the attitude of the consultant and basically refused to work with him

From Generis.

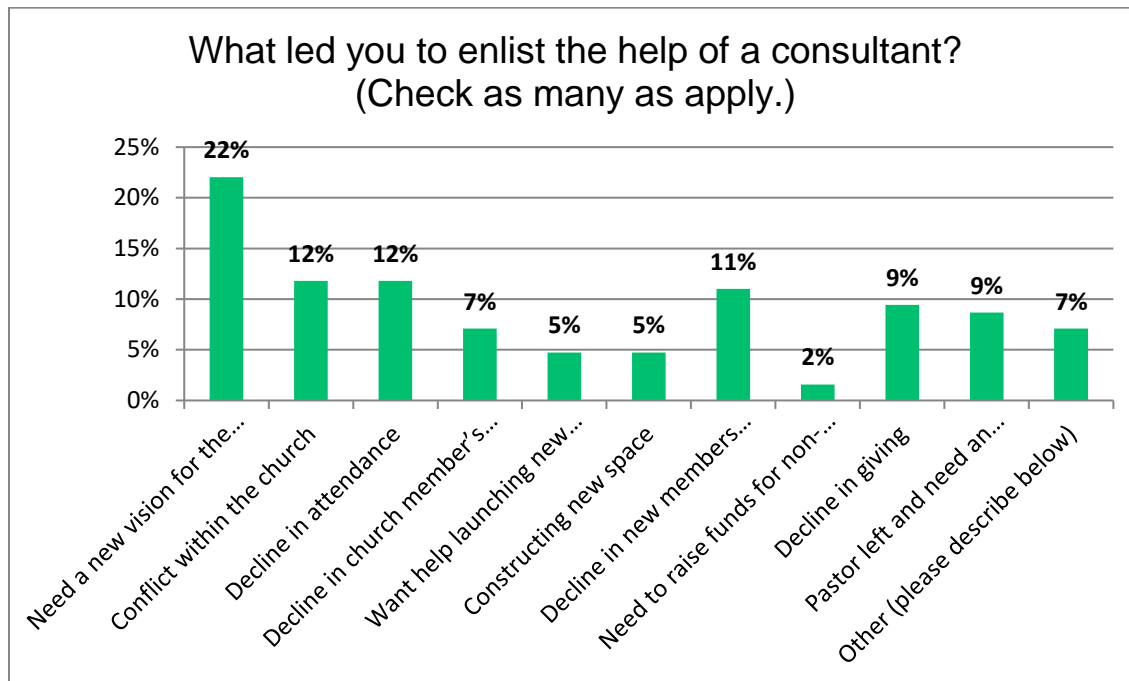
Satisfaction is based upon results

Queen City Business Machines are on top of their game.

2017 Analysis: 79% of those that have worked with a consultant have been satisfied.

2009 Comparison: 70%.

Q20 What led you to enlist the help of a consultant? (Check as many as apply.)



Comments: These are the comments that were posted for this question.

Needed to develop an effective church infra structure (Teams, departments, evangelism and outreach know how, relevant model, first impressions.

Strategy for a capital campaign.

We routinely update community demographics and "take the pulse" of the congregation.

Need a time of renewal.

capital funding, new church

NA

vision, purpose clarification, easy to apply, understand

frugality with the church's money ie stewardship that is good

More effective use of space and renovations to Worship area.

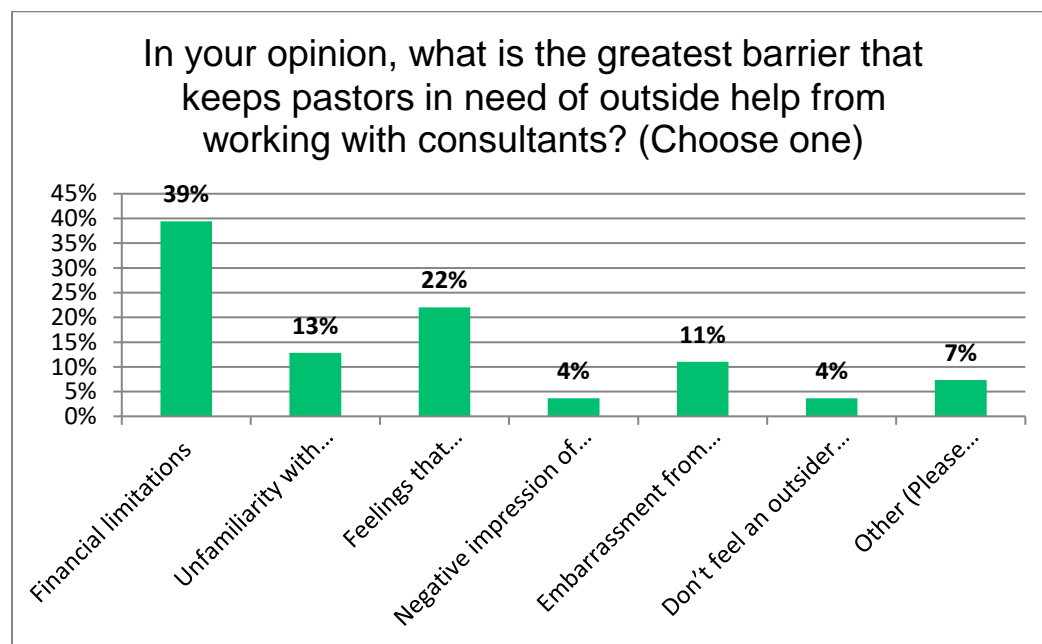
The area in which the church is located is in a very economically depressed, former coal mining town of Central PA. It is a rather large building with only 35 people attending, of whom over 75% are over the age of 50

Needed clarity for our future

2017 Analysis: There are variety of reasons that pastors seek out consultants. 22% are seeking a new vision, while 12% are concerned about declining attendance. 12% called in a consultant because of conflict.

2009 Comparison: 49% vision, 24% attendance, 25% conflict.

Q21/25 In your opinion, what is the greatest barrier that keeps pastors in need of outside help from working with consultants? (Choose one)



Comments: These are the comments that were posted for this question.

I think it is a combination of lack of finances, justifying the expense, and seeking outside help. Fear that a consultant might determine that the pastor is the problem and may need to resign.

Fear of looking incompetent to their members. PRIDE

Many consultants not able to be situation specific. You cannot package a one for everyone.

Most small churches near broke

Lack of information about consulting based on lack of relationship(s) regarding consultants.

This was brought up several times over the last 10 years and I think members were worried about the expense, which I think is the superficial reason. Honestly, everything I saw/experienced in this church made me believe that people didn't want someone else telling them what to do. In other words, they didn't want to change. While I loved the pastor, he was a real people pleaser and when only old members are left, nothing changes.

Too proud

Not sure lay leaders will be supportive.

Not a pastor, but all may be applicable.

Unfamiliarity is usually a barrier, and hesitation

What I have seen from Church Central has not always impressed me with respect to the level of expertise offered by some of the presenters. Others have been impressive.

Our church runs on pretty lean budget and some times we still fall short. So we try not spend any more than we have to.

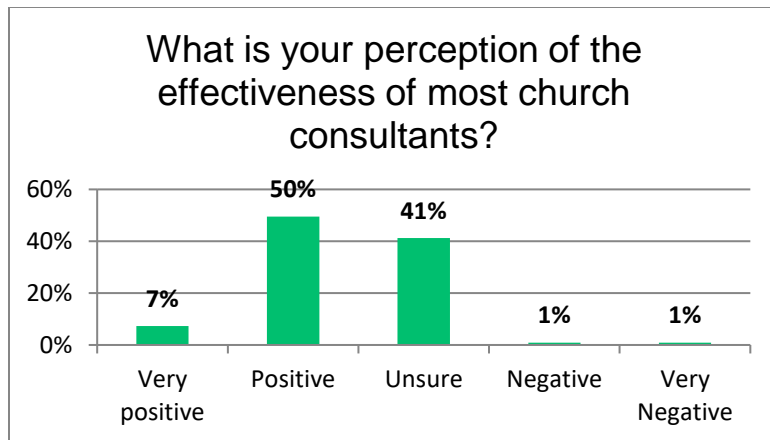
I'm a small church pastor (we've averaged just under 85 so far this year)), and most of the church consultants I've seen cost in the thousands...there's no way a small church like mine could afford that kind of expense.

This field is unknown or new to many pastors with whom I am affiliated.

2017 Analysis: Pastors also site financial limitations (39%) as a major reason churches don't use consultants, or in a related thought, they feel that the value received is not worth the expense (22%).

2009 Comparison: Financial 35% Value versus expense 20%.

Q22/26 What is your perception of the effectiveness of most church consultants?



Comments: These are the comments that were posted for this question.

At least those that I have worked with in our church.

We rarely actually need any consultation for the actual ministries, those are very well handled and the church is growing. We have a great church family with plenty of involvement.

"most" church consultants? How would any pastoral staff truly know how effective most are w/out doing a survey ourselves

Don't know any, personally.

I think it depends on what stance they take. If they only look at numbers and statistics, then I don't believe that is successful. That's often what I have seen in my own denomination. They only look at numbers. People need to be looking at themselves instead of others. People have to desire to change. But to me, the most important thing is the spiritual aspect of church, which is outlined clearly in the Bible. This is what is missing in the first place. I think church consultants focus mostly on the behavior and what you do, but not on the heart. Only God can do that. This means people need to have a RELATIONSHIP WITH GOD. This relationship is not a "give me" one. It is about communication back and forth between a God none of us can see and following God, not asking Him for our own will, but rather His. While my denomination has a lot of knowledge about the Bible, they do not APPLY IT TO THEIR OWN LIVES. I often get my spiritual feeding outside of my own church where I apply what I learn so that I can change and grow. That is really the essence of what being a Christian is all about in the first place according to scripture.

I haven't experienced yet

Really depends on timing and scope. If staff and congregations are ready for recommendations and change then an outside voice can be very effective. If the church is not really ready then effectiveness will likely be limited and best and divisive at worst. If the church is able to have a long term (but expensive) engagement with a consultant who can wisely articulate the needed changes to decision makers then the result is likely to be better as well. This obviously also means consulting is probably more effective if a church can afford a longer engagement.

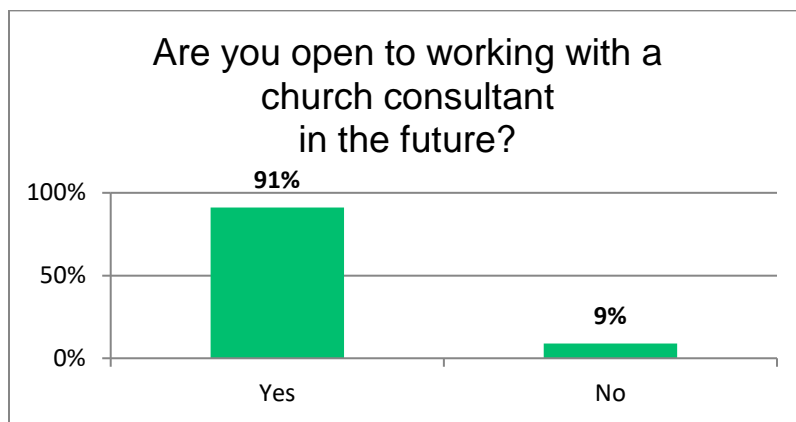
holy spirit has to direct and not man

Foursquare head office has sent in consultants and assessments but it's been a while.

2017 Analysis: A majority, 57%, believe that consultants are effective.

2009 Comparison: 53%

Q23/27 Are you open to working with a church consultant in the future?



Comments: These are the comments that were posted for this question.

I no longer hold a position that would authorize that endeavor but we are currently working with a consultant.

We expect to shortly.

I am not the decision person for this.

Not in a position to make such a decision.

I don't really see the need for that though perhaps in time our Pastor might, but he's a great leader, in fact I think he'd be a good consultant for other churches.

As long as they understand that they are helping the shepherd/leader/Pastor of the Church instead of trying to come in and change the Church.

I am more interested in becoming a church consultant. I have an Advanced Church Leadership Certificate from the Beeson Institute for Advanced Church Leaders, Asbury Theological Seminary.

While I personally wouldn't mind it, I have no authority in my own church to make that happen. It is even more difficult now that we have merged with another church of whom we rarely ever see the ministers of, but on the screen for sermons every Sunday.

Possibly.

I want to see if possible

I have been a consultant in the private sector and in education for almost 35 years and have been involved in church leadership longer than that.

but will work with my mentor

I will take all help we can get to make this church successful.

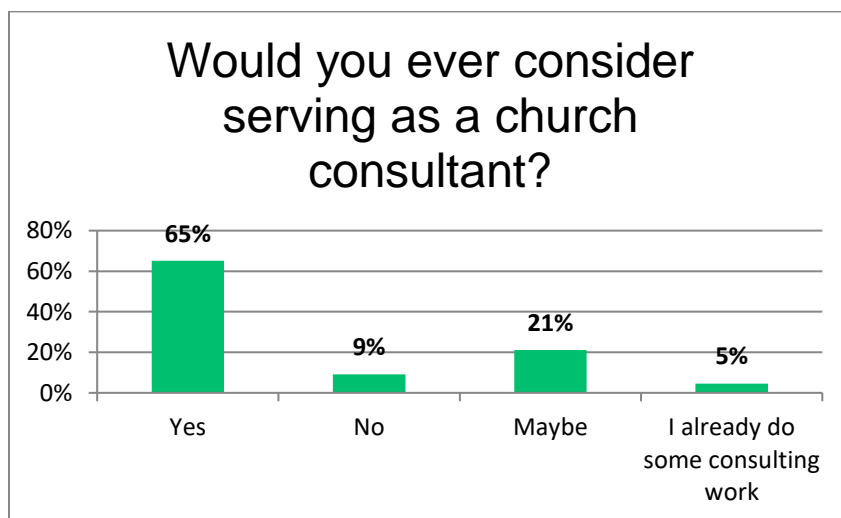
Unsure, maybe

If we could afford it.

2017 Analysis: A majority, 91%, are willing to work with a consultant in the future.

2009 Comparison: 86%

Q24/28 Would you ever consider serving as a church consultant?



Comments: These are the comments that were posted for this question.

need training and time to complete it

I have a lot of church lay leadership experience and skills from my work life, but not sure I'm up-to-date enough.

I don't have any transportation but I do a lot of social media work and could consult on line with them.

I think this would be an area I would call a spiritual gift that developed. Have been in different church situations.

I am currently enrolled in Thom Rainer's Church Consultation University working toward my certification. I hope for this to become a part of my ministry to the church at large in the future.

I spent 13 years working for our Denominational District Office - and consulted churches regularly. I still do so as a pastor on a "casual" basis.

I am very interested in how I could work as a church consultant. Please tell me more.

While I am interested in such a thing, I personally take the stance that dying churches are all driven by people who are spiritually dying or have spiritually died. It would be from that stance that I would work as a consultant. I have a financial testimony that is unbelievable that no one from my church has wanted to hear. I don't know if the other church we have merged with really wants to hear it either. I have also been through unbelievable emotional pain over the past 15 years from so many different circumstances, relationships, severe trials and troubles. A repeated Bible verse that God has given me over the past several years is Joel 2: 25a: "I will repay you for the years the locusts have eaten." God not only promised it to me. HE HAS DONE IT!!!!!! I think the reason my church has never reacted very positively toward my story is because it shows their own sin and guilt.

I completed my work through this organization as an upcoming consultant but was not able to get my certificate because I am not a pastor over an organization. **Editor's note: The Society does not require you to be a pastor to become certified.**

Yes if I will be trained

but i will do the work of my father, jesus christ

I have pretty good mind for building church systems and marketing.

I'm a young minister (30) in a small church (about 85 regular attendance)...I don't necessarily feel like I have much to offer there.

2017 Analysis: A majority, 65%, of pastors responding said they would consider doing consulting in the future and 21% said Maybe.

2009 Comparison: 58% and 19%.