



CORNERSTONE

CHURCH CRYSTAL

EXECUTIVE PASTOR PROFILE

The Second-in-Command: This person can lead both structurally and organizationally. With strong leadership gifts, this person must know how to lead in his or her own style, yet follow the Lead Pastor. That can be an intriguing dance!

- The LP is the primary leader and the XP is next. Whether defined as hierarchical or a partnership with the LP, the XP is empowered to lead in all areas of the church.
- Overseer of Operations—with a team of departmental leaders or leading one or several of the departments, the XP ensures that the operations of the church are running smoothly. Difficulties and emergencies are handled effectively and spiritually.
- Overseeing of Ministry—with a team of departmental leaders, the XP ensures that the stated vision and direction of the church is implemented consistently and graciously in the entire church. By mentoring key departmental leaders, the XP grows staff to become gifted leaders in their areas.
- This position is much like Peter Drucker's definition of top management, "making few decisions, but those are key decisions." The work is episodic and seasonal. No one can know when a staff person might leave and need to be replaced. No one can predict when an emergency might come. Yet, good planning and strategy, along with training and equipping of leaders, will help the church be ready for wonderful opportunities and huge hurdles.

This person can come from the seminary or business community. Knowing how to work with pastors and business elements of the church is necessary.

Assessing a Qualified Fit through Personality, Gifts, Abilities, Passions and Strengths

Personality: Using the DISC personality profile assessment tool we should expect this person to evidence a blend of C, D and S personality characteristics. We would not expect this person to be a "spiker" in any one of these characteristics. Using the Meyers-Briggs/Keirsey Personality Indicator we should look for one of the "Guardian" patterns: ISTJ, ISFJ, ESTJ, ESFJ though two of the "Rational" patterns, ENTJ and INTJ would be considered.

Spiritual Gifts: Using the PLACE assessment tool, we should look for the support gift of Administration and equipping gifts such as Leadership, Encouragement/Exhortation or Teaching.

Abilities: Using the PLACE assessment tool, we should look for Enterprising and Investigative abilities with Social and Conventional abilities being secondary.

Passions: Using the PLACE assessment tool, we should look for a passion mix of Leading, Influencing, Improving, Organizing and Developing.

Strengths: Using the Gallup StrengthsFinder assessment we should look for a person with strengths in the following prioritized domains: Executing, Influencing and/or Relationship Building, Strategic. We should expect two to three Executing Strengths and at least one Influencing and/or Relationship Building Strengths. A Strategic Strength would be a plus.

Narrative Qualifications: The foremost requirement for this role is that of a Christ centered life. The successful candidate will have a deep and ever-growing relationship with God as evidenced by daily habits of spending time with Him and His Word, observable fruits of the spirit, active involvement in the leadership of a church, and a commitment to maintaining healthy accountability relationships with a small number of mature believers. A strong sense of calling will be evident.

Contenders for this role will have substantial experience in one or more congregations leading individuals, teams and processes. They will be teachable and have a strong commitment to self and staff development. Viable candidates for this role will have experience working in complex organizations where people and systems combine to create highly adaptive, innovative and rapidly changing environments.

As one of the primary responsibilities of this position is the oversight of the operations of the church a management background and experience in the disciplines of finance, business, communications, IT, HR, food service and/or facility management will be considered an advantage.

Likewise, experience in multi-cultural churches and neighborhoods is important to the future of CCC. Awareness, respect and desire to minister within a multi-cultural, multi-generational church is a must. Designing and implementing systems, financial management and planning, guiding and fostering alignment, and building consensus are the critical components for this position. It will be essential for this person to be comfortable and fluent with the mission, vision, values, objectives, goals, strategies, philosophy and culture of Cornerstone Church Crystal.

Viable candidates must give evidence of the ability to lead, appropriately confront and hold accountable individuals, groups and teams that produce measurable results against predetermined goals and objectives. A participative, collaborative, team-oriented culture is the desire at CCC and this leader must be characterized by these same values. This person must embrace leading from an essential, but second-chair position.

This role will call for someone with substantive implementation, influencing and relational skills. Thus this person must be a leader who can accomplish agreed upon results through people by deeply valuing people and relating well to those of all ages and levels of spiritual maturity. It is essential they have well developed interpersonal relationship skills and social intelligence.

Furthermore, this minister must be able to effectively share God's Word and represent the overall vision of CCC and will therefore likely be known as an able communicator via the written and spoken word.

The last piece of helpful information for this position are these seven essential attributes of exceptional Executive Pastors:

1. They perfectly complement the Lead Pastor. A great Executive Pastor has an excellent partnership with the Lead Pastor, and the Executive Pastor must complement the Lead Pastor well. In areas where

the Lead Pastor is weak, the Executive Pastor needs to have strengths. The Executive Pastor must be able to put practical feet to the Lead Pastor's creative vision.

An Executive Pastor must also be comfortable in the #2 position. An Executive Pastor who wants to be a Lead Pastor is a ticking time bomb on a church staff, and it can lead to a struggle for power.

2. They have the innate ability to listen well and diffuse energy. At times, an Executive Pastor will be involved in conversations that are filled with tension, whether it's making a decision when there are opposing opinions, listening to a disgruntled church staff member, or talking to a congregant who is worked up about something. A great Executive Pastor is able to listen well while also communicating truth with love and compassion. People should leave a conversation with an Executive Pastor with reduced tension, knowing they've been heard and understood even if they didn't get their way.

Also, the church staff members should be able to go to their Executive Pastor with any challenges they're facing in their role and know that they will find a safe, empathetic listener as well as a supportive, empowering truth-speaker. Executive Pastors truly need to be "wise as serpents and gentle as doves" (Matthew 10:16) – they need to be able to handle tension-filled decisions and situations with care, grace, and razor-sharp insight.

3. They have a strong handle on timing. An excellent Executive Pastor intuitively knows when it's the right time to propose a new idea or push ahead on a needed change and when it's time to wait. They have a strong sense of the vision of the Lead Pastor, the temperature of the congregation, and the pace at which changes need to take place. They don't tarry on important decisions, but they don't rush them either. They plan well for the future and are able to anticipate successes, problems, and delays.

4. They are solution-oriented. Putting systems and processes in place – and constantly thinking of ways to improve them – comes naturally to a successful Executive Pastor. They can take criticism or challenges, find the kernel of truth, address it, and move on without derailing the team or the church. They're able to evaluate all possibilities and know what to say "yes" to and what to say "no" to – in the most graceful way possible. They are innate problem-solvers and equip their team with the tools needed to implement solutions.

5. They are passionate about developing people. They know that having systems and processes in place is necessary because systems and processes support the development of people. The moment they hinder the development of people; a great Executive Pastor will reevaluate them. Executive Pastors have a strong understanding of the team's and the individual staff members' strengths and weaknesses, and they seek to empower and equip their staff accordingly.

6. They aren't fazed by much. Exceptional Executive Pastors have a stabilizing and calming effect on people and situations around them. They have a non-anxious presence and are not easily stressed or moved. The amount of things that land on the Executive Pastor's desk is enormous, and the Executive Pastor's ability to manage, prioritize, and delegate tasks quickly and intelligently is critical to the success of the team and the church.

7. They are both big and small thinkers. Executive Pastors need to be able to understand the large vision and the bigger picture of where their church is going and then turn around and lead the team through the minuscule details of how to make it happen. The ability to think in terms of details while still

seeing the big picture and anticipated outcome is a rare, significant skill, and one that excellent Executive Pastors possess in abundance.