

# **XP-Seminar**

## The New XP Workshop

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Grace Church, Eden Prairie MN

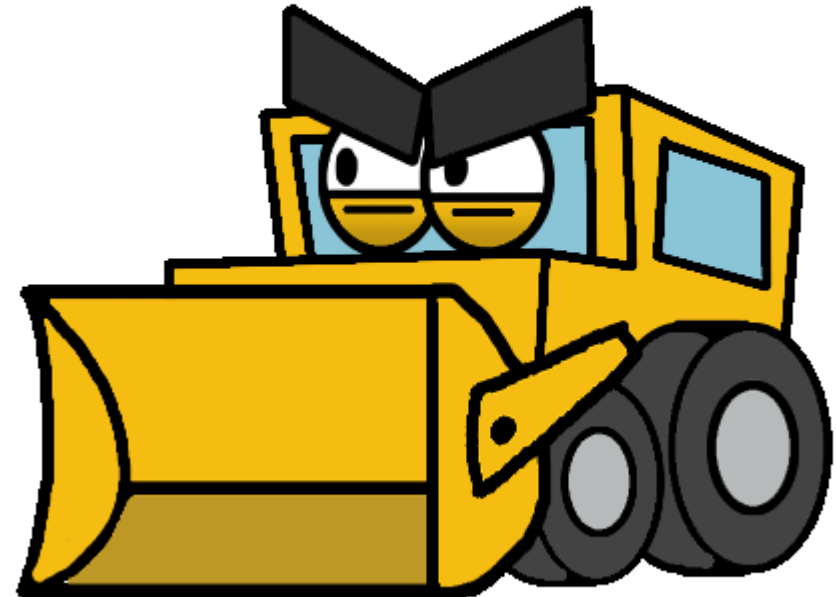
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Workshop



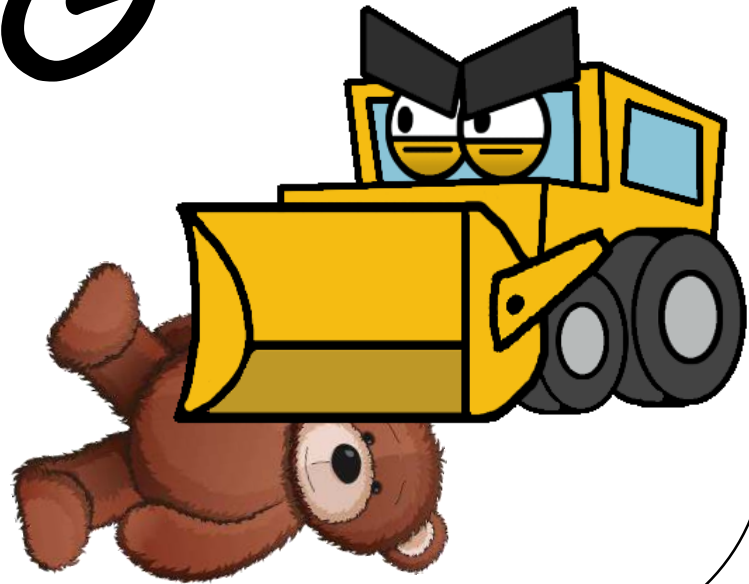


A little information al



Hi, my name is

**CRAIG**



# Background

- Graduate of the University of Montana – Business degree
- Married for 38 years, three kids & two grand kids
- 33 years of marketplace experience
- Committed my life to Christ in 1992
- Founding member and past elder of Hope Community Church
- Founding executive of Compelled Ministries
- Past board member of the Unity Foundation a market place ministry



# About Grace Church

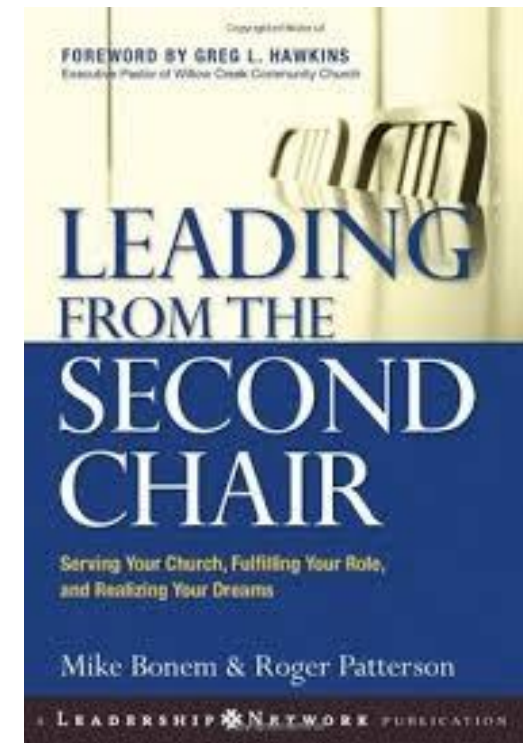
- Located in Eden Prairie, MN
- Founded in 1948
- Grace Church Today
  - Main campus 350,000 square feet
  - 4,200 seat auditorium, 400 seat chapel
  - One multisite campus
  - Online streaming of Sunday services
  - Average attendance 5,000 plus per week
  - Facility rented for a variety of community events
- Senior Pastor called in 2008
- Strong culture of missional support
- Staff
  - 70 Full-time, 42 Part-time
- Operating budget of \$13.2



# So Now What? The XP Journey...

In addition to **XPastor** **Equip  
Coach  
Lead** another great resource is...

“Leading from the Second Chair” by Mike Bonem

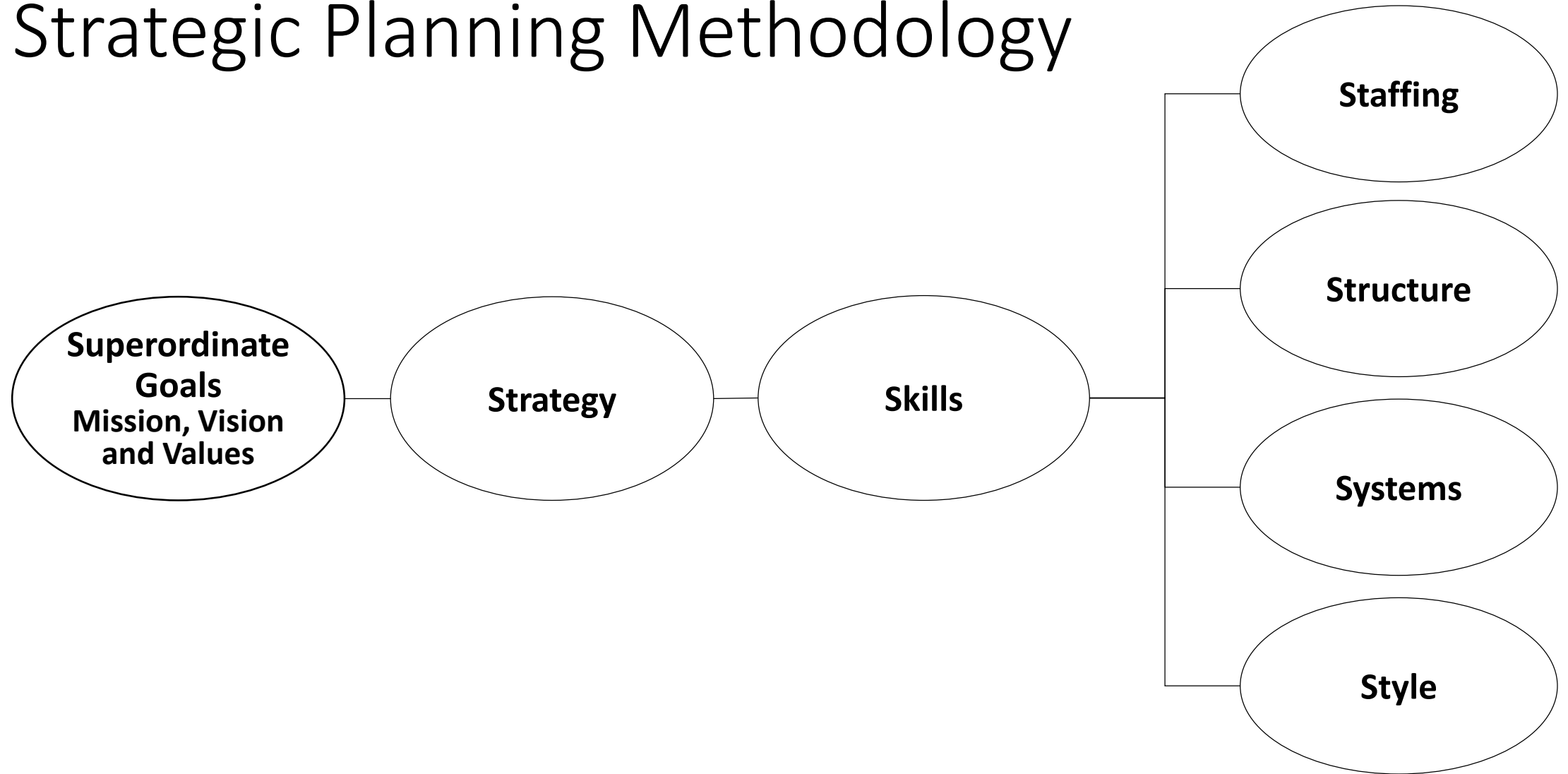


# Three Kinds of Executive Pastors

- Type 1—Overseer of Operations
  - XP may come from the business world and thrives on structure and organization.
- Type 2—The Ministry Strategist
  - Seminary type needs to know how to plan, strategize and mobilize staff.
  - Business type needs to know how to work with pastors—which is a unique group of people to work with. They are like herding cats!
- Type 3—The Second-in-Command
  - Knowing how to work with pastors, congregation and business elements of the church is necessary.



# Strategic Planning Methodology



In the Beginning...

# Build Relationships

- Senior Pastor
- Staff
- Direct reports
- Board members and members of board committees
- Key volunteers and lay leaders
- Congregation
- Community leaders

# Examine the Foundation

- Financial systems
  - Previous audit reports
  - Budgets
  - Contracts
  - Previous income statements and balance sheet
- Technology
  - Network security
  - Licensing agreements/contracts
  - Risk assessment reports



# Examine the Foundation

- Human systems
  - Performance management systems
  - Background checks
  - Hiring process
  - Pending litigations
  - Contract management
- Facilities
  - Maintenance
  - Public safety (security and ems)
  - Licenses & rental agreements



# Communications

- Organizational structure and leadership
  - Distributed to centralized
  - Establish “brand standards”
- Communication Strategy
  - Established metrics
- Scheduling
  - From no calendar to 24 month view of key initiatives
- Implemented a “One Thing” messaging strategy for Sunday morning



# Ministry Audit

- Programs are easy to start, hard to end!
- Evaluation of all existing ministry programs
  - Purpose
  - Fit and alignment with Mission
  - Resources required (people, space and money)
  - Fruit
- Clean up
  - From 176 programs to less than 125
  - Reduced clutter and simplified messaging





# Governance

- Board of Elders
  - Understand the governing structure
  - Learn how decisions are made
  - Know the Bylaws and committee charters
  - Stay aligned with your Senior Pastor!
- Senior Leadership Team
  - Launched XPLT
  - Transitioned XPLT to cross functional project based teams



# Key Initiatives

- Governance – examination of structure, purpose and scope

Baseline Consensus and Gap Report

LEGEND: ■ = Baseline Consensus ▲ = Desired Rating

Grace Church	1	2	3	4	5	Consensus Rating (baseline)	Desired Rating	Gap
OBJECTIVE	NOT ACHIEVED	PARTIALLY ACHIEVED	MOSTLY ACHIEVED	CONSISTENTLY ACHIEVED	OPTIMALLY ACHIEVED			
<b>Element 1. Board Leadership</b>								
1.A. Autonomy	[Progress bar: 3.0 to 4.0]					3.0	4.0	1.00
The objectivity of the board and committee leadership has been established and the board acts sufficiently independent of staff/leadership.								
1.B. Tone/Culture	[Progress bar: 3.0 to 4.0]					3.0	4.0	1.00
The tone and culture set by the board promotes strong and consistent organizational integrity, stewardship, accountability, and transparency.								
<b>Element 2. Fiduciary Duties</b>								
2.A. Duties	[Progress bar: 3.0 to 4.0]					3.0	4.0	1.00
The board's fiduciary duties are well understood and consistently reinforced by all board members and leaders of the church/ministry.								
2.B. Conflicts	[Progress bar: 3.0 to 4.0]							

Assessment of 20 key elements  
 Diagnostic & prescriptive  
 Internally lead with use of automated tools & support  
 Assessments periodically redone to measure progress

EQUIPPED

	1	2	3	4	5	Consensus Rating (baseline)	Desired Rating	Gap
	NOT ACHIEVED	PARTIALLY ACHIEVED	MOSTLY ACHIEVED	CONSISTENTLY ACHIEVED	OPTIMALLY ACHIEVED			
<b>Element 5. Board Composition</b>								
5.A. Competencies	[Progress bar: 3.5 to 4.0]					3.5	4.0	0.50
Board leaders are capable and equipped, and board members possess a relevant mix of skills and perspectives.								
5.B. Vitality	[Progress bar: 2.5 to 4.0]					2.5	4.0	1.50
The board periodically reassesses its current and future expected competency needs and adjusts its composition accordingly to promote ongoing adaptability and relevance.								
<b>Element 6. Onboarding &amp; Development</b>								
6.A. Orientation	[Progress bar: 2.0 to 4.0]					2.0	4.0	2.00
Board member orientation enhances assimilation and the overall effectiveness of new directors in their roles.								
6.B. Training	[Progress bar: 1.5 to 4.0]					1.5	4.0	2.50

# One year in...key initiatives

- Governance – examination of structure, purpose and scope
- Empower Mission by supporting efforts to develop Vision and Strategies
- Key staff changes based on strategy and gaps in skills
- Adjustments to organization structure
- Implement zero based budgeting process
- Initiated donor development project

# Discussion Time

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