



Counseling Options When Good Leadership Isn't Enough

Understanding the Four Domains of Stability



An intensive approach to stabilize
leadership and strengthen a church's
capacity for sustainable ministry.

KEITH E. POWELL

Why Consulting Makes Sense

Many leaders view consulting as an "expense" to be avoided because it is unnecessary.

The most successful organizations in the world—the Fortune 100—don't hire consultants because they are broken. They know that **internal eyes have internal biases**.

In the corporate world, the "Big Three" (McKinsey, BCG, Bain) and the "Big Four" (Deloitte, PwC, etc.) are permanent fixtures. Companies like Apple and Microsoft have thousands of brilliant executives and staff members, yet they still bring in outside 'Architects' to audit their systems. Why? Because they know that the cost of an **Internal Blind Spot** is far higher than the cost of a **Consulting Fee**.

If the most successful businesses on earth realize they can't 'self-diagnose' their way to stability, we should afford our church the same professional wisdom. The “smartest people in the room” pay \$300 billion per year to hear what their staff will not and cannot say. The “Titans” understand that outside consultation is the only investment that pays for itself by preventing the massive financial and emotional costs of an unstable organization.

Dr. John C. Maxwell, my mentor, who is now, arguably, the world's greatest authority on leadership, is a former pastor (Skyline Wesleyan San Diego). He now advises Heads of State and major business leaders like the CEO of Delta Airlines. Companies that are traded on the NYSE and NASDAQ understand the value a pastor can bring to their organization.

Here is why an outside perspective is essential for your church:

1. The "Observer Effect": Breaking the Bubble

When you are inside the jar, you cannot read the label. Every organization develops "blind spots"—patterns of behavior or shadow power structures that have become so familiar they are invisible.

- **The Benefit:** A consultant provides an objective "view of reality" identifying the structural cracks before they become catastrophic breaks.

2. Homeostasis Management: Overcoming the Pull of the Past

Systems theory teaches us that all organizations have a "set point." When you try to implement change, the system will naturally pull back toward the "Old Normal," even if that normal was dysfunctional.

- **The Benefit:** A consultant acts as an external "crow's nest " providing the consistent counter-pressure needed to ensure new, healthy habits actually stick until they become the new baseline.

3. The "Third-Party" Authority: Neutralizing Internal Politics

In many churches, the Pastor, staff, or Board cannot suggest certain structural changes (like updating Bylaws or clarifying Authority) without it being perceived as a "power grab."

- **The Benefit:** A consultant can say the "hard things" that a local leader cannot. I am not a stakeholder in your internal politics; I am a stakeholder in your mission. This allows the everyone to remain neutral.

4. Cost Avoidance: The ROI of Stability

The cost of a pastoral transition, staff loss or membership decline is real. Search committees, interim salaries, and the inevitable dip in giving during a vacancy—often exceeds **1.5x to 3x the annual salary of that pastor or staff member.**

- **The Benefit:** Consulting services that prevents disruption or decline is a "Preventative Maintenance" plan. By fixing the Four Domains now, you are saving the church from the devastating financial and spiritual toll of a future leadership crisis.

5. Specialized Intelligence: Accessing the Experience You Don't Have

Most churches do not have a full-time HR director, a risk-management specialist, or a governance expert on staff.

- **The Benefit:** You aren't just hiring a person; you are gaining access to almost **Forty Years of Leadership Experience and the Systems of Success I've Perfected.** You get almost four decade's worth of "Best Practices" in Church Development, Governance, Insurance, Policy, and HR—tools that would take your staff thousands of hours to create from scratch.

The Bottom Line

Consulting makes sense because **hope is not a strategy.** You can pray for stability, but you must also build for it. My process provides the structural integrity that allows your ministry to be as durable as the message you preach.

CONSULTING WITH CARPENTER'S CIRCLE

How I Work with You

The movement from instability and uncertainty to stability and confidence follows a **specific, proven path**.

Because advisory work is both strategic and relational, I believe in **clear expectations and upfront transparency**.

What to Expect

- **Advisory engagements typically range from \$6,000 to \$30,000+**, depending on organizational size and the engagement pathway selected.
- All advisory work begins with a **formal application process** designed to assess readiness and baseline alignment.
- Applications include:
 - Review of the Church Durability Assessment ([available for free on the website](#))
 - Written feedback on the CDA from me to your church
 - One **45-minute virtual Readiness Review with your leadership team**
 - **A recording and transcript of the Readiness Review**
- Applications are submitted with a **\$250 Readiness Review fee**, which covers assessment analysis, report preparation, and the review conversation.
- The Readiness Review fee is **credited toward any subsequent advisory engagement or workshop**.
- All advisory engagements require participation in the **When Good Leadership Isn't Enough** workshop as a shared foundation.
- Advisory engagements are structured as **6, 9, or 12-month pathways**, depending on organizational need.
- On-going support is available post engagement and is recommended.
- **One-off consulting or crisis sessions are available only to organizations that have completed a formal advisory engagement.**

ADVISORY PROCESS IN THREE STEPS

Step 1: Enroll in The Workshop and Complete the Application.

The journey begins with the *When Good Leadership Isn't Enough* workshop. This 4-hour experience is designed for the Pastor and at least one Key Lay Leader. In the workshop, you will move past theory and perform a "Stress Test" on your current system. This gives you a sense of what working with me would be like, and you will have actual data to share with the larger leadership team to inform your decision on the next step.

- Note: Any future consulting fees are fully offset by your investment in this workshop.
- You may join an upcoming virtual workshop. Fee for enrollment covers two seats.
- You may submit an application prior to enrolling in the workshop.

Step 2: The Application is Accepted and The Advisory Engagement Period (6, 9, or 12 Months) is Selected

Over the engagement period, I work as your "Systemic Stabilization Architect".

- **Full Team Integration:** We take your entire leadership team through the *When Good Leadership Isn't Enough* workshop intensive. We then create a custom stabilization process. There is an option for an in-person workshop for the entire church to kick-off the advisory engagement.
- **Bi-Weekly Support:** Regular reports, unlimited email feedback, and monthly virtual sessions lead to the stabilization of the Four Domains.
- **The Mission Ready Toolkit:** You receive full training on and access to my proprietary administrative library. You will receive the Complete Bylaws Toolkit, the Mission Ready Governance Scorecard, the Mission Ready Insurance Toolkit and Risk Readiness Diagnostic, the Mission Ready HR toolkit and the complete Mission Ready Policy and Procedure Templates.
- **The Multiply Module:** This module will walk your church through the precise system (that only works when the four domains are stable) that I used to take a church from 300-800 in 40 days. While I never promise specific growth numbers, I do promise that this module provides the structural capacity to hold a high level of momentum without the system snapping.

Step 3: Post Engagement Stabilization Calibration Sessions (optional but recommended)

Your church has a collective institutional systemic 'memory.' Left alone, even a newly healthy organization will drift back toward familiar patterns of instability that are established in that collective memory. In family systems theory, this is called "homeostasis". These sessions ensure your "new normal" becomes permanent.

We will set up monthly or quarterly "check-ins". Together, we will decide the longevity of these sessions. These are on a fee-retainer basis.

I also keep space in my calendar for "one-off" conversations on a per session basis as well. That way, you are never "alone" in the journey.

Grace to you,

Keith E. Powell

Keith E. Powell

keith@carpenterscircle.com

TEXT ONLY: 520-981-5242

Carpenter's Circle
3000 NE Stucki Ave
Suite 230
Hillsboro, OR 97124