

LEADER CONVERSATION GUIDE

Defining Multisite Structure & Roles - Episode 341

Multisite Madness? (Part 3)

What are the bare minimum leadership roles when you first launch a campus? How do you define central and campus roles? And what does a matrix structure really look like?

In this episode, Tony and Amy unpack the final three “predictable outcomes” of multisite related to defining your multisite structure and roles.

Predictable Outcome #1:

Leadership Is More Important Than Location.

- At a minimum, every campus should have a Campus Pastor, Children’s Director, and Worship Leader.
 - The sending campus will *eventually* need a Campus Pastor, but not until the fourth campus is launched (depending on the size of the locations).
- The Campus Pastor’s primary responsibility is not teaching, but rather connecting people at his/her location to the mission and vision of the church and helping attendees to take their next steps in their faith. This means primarily building teams and developing people. Practically that looks like getting guests connected to relationships and responsibility (groups and volunteer teams).
 - If live teaching is done by the Campus Pastor, a Connections Director or Associate Campus Pastor is also a priority staff person at launch.
- Only launch a campus that you would send “A-Players” to. If a potential campus is not good enough for high-capacity leadership, it is not good enough for other launch resources.
- For new locations, identify campus leaders with a missionary mindset who will go *into* the community. You’re looking for a leader (and team) with a builder/growth mindset rather than primarily a teaching/shepherding mindset.
- Many churches fall into the trap of using their staffing dollars on part-time doers to fill in the gaps early in their multisite process. If you invest in part-time doer roles, you are going to end up with a leadership deficit in the years to come.

Predictable Outcome #2: Central/Campus Clarity Is Key.

- Campus Constants, captured in writing in a Ministry Playbook, and campus/central leadership roles must be established *before* the first campus launch.
- If you commit to multisite, you are also committing to a matrix structure. One of the keys to a healthy matrix structure is making sure that everyone understands who has authority and who has influence:
 - Central leaders are responsible for setting ministry strategies/philosophies that are executed consistently across all locations. While they have influence with campus leaders, they do not have authority over them.
 - Campus Pastors are the managers of their campus teams. They have authority.
- The following functions should always be centralized: Finance, IT, Communications, HR, and the Board. In many cases, it's also wise for churches to centralize worship and teaching for weekend services.
- Central teams tend to form when a church prepares to open its third location.
- Most of the staff should be allocated to campus teams rather than central teams (we recommend a two to one allocation between campus and central ministry roles.)

Predictable Outcome #3: Start Higher Control, and Loosen Control Later (if Desired).

- It's easier to release decision rights than it is to pull them back in later on.
- Churches that get this right have a framework in place *before* launch that clarifies decision rights between central ministry and campus ministry teams.
- Strategies stay aligned when campus teams are focused on execution rather than on strategy development.
 - Central teams build the strategy. Campus teams execute the strategy.
- We recommend that authority (management) flow through the campus pastors and influence flow through the central services leaders.

Getting clarity around your matrix structure and staff roles is one of the toughest parts of going multisite. [Learn more](#) about our process for helping monosite churches navigate this transition.

Listen to the full episode on Apple Podcasts, Spotify or at theunstuckgroup.com/episode341.

[Webinar] Going Multisite: How to Launch Your First Campus & Avoid Common Pitfalls

The unknowns around going multisite for the first time can create anxiety—after all, if you’ve never led through this before, you “don’t know what you don’t know.” At this free webinar, we’ll help you get clarity on the *how*, *when*, and *who* of going multisite for the first time. [Register now](#).

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