



ENGAGEMENT REPORT

Role Interaction Analysis

A diagnostic mapping of how leadership roles communicate, exchange work, and share accountability across the church — drawn from a structured questionnaire completed by every role-holder.

PREPARED FOR

Reformed Community Church

Greenville, South Carolina

SURVEY WINDOW
June 1 – 8, 2026

ROLES SURVEYED
20

RESPONDENTS
20 of 20

ROLE PAIRS MAPPED
190

COMMENTS SUBMITTED
0

REPORT DATE
June 15, 2026

FOR

The Leadership Team
Reformed Community Church

BY

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CONFIDENTIAL. This report contains structured information about leaders and roles within Reformed Community Church. Distribute only within the leadership team and trusted advisors. Ratings are non-anonymous and were collected with that disclosure to respondents.

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Where to find what

This report describes what the questionnaire revealed — concentration of work, asymmetric pairs, central roles, and compression candidates. It reads patterns, not motives. The recommendations it offers are framed as conversations for the leadership team to weigh — analysis to inform your judgment, never mandates.

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How to read this report. The diagnostic sections describe what the questionnaire revealed; the leadership team supplies the interpretation. See the Methodology pages (22–23) for tier definitions and reading guidance.

SECTION 1 · EXECUTIVE SUMMARY

Executive Summary

Every one of Reformed Community Church's twenty leadership roles completed the questionnaire, producing a complete map of all 190 role-pairs. The picture is of a healthy, densely connected leadership team with a strong pastoral core. The patterns below are not problems to be fixed; they are the structural facts the relational data makes visible — several of which the org chart and By-Laws do not, on their own, predict.

A four-role pastoral core carries the church.

The Associate Pastor, Children's Pastor, Senior Pastor, and Worship Pastor cluster at the very top of the load-bearing ranking, separated by less than three points. Leadership at Reformed Community runs through a tight pastoral center rather than a single figure.

The two governing boards move as one.

The Elders Council and the Deacons Council interact with the rest of the church in almost identical patterns (0.96) — the strongest convergence in the data. The By-Laws establish them as distinct bodies; the working structure treats them as a single coordinating board.

Operations has grown into pastoral coordination.

The Executive Director ranks fifth among load-bearing roles and is the role the Youth Pastor leans on most asymmetrically — coordination the By-Laws route through the Associate Pastor. An office defined as administrative is carrying pastoral-staff weight.

Financial coordination runs around the Trustees.

The Treasurer sits high in the ranking and shows a strong directional gap with the Elders Council, while the Trustees blur into the Deacons. Finance is flowing Elders ↔ Treasurer rather than along the congregation → Trustees line the By-Laws draw.

Read together, these signals describe a church whose practice has consolidated faster than its governing documents — four specific places where the written structure and the working structure have drifted apart. The sections that follow show each one in the data, and the bylaws-vs-actual review names where a role description, a committee charter, or a By-Law amendment would bring the two back into line.

For the analytical detail behind these findings, see the Narrative Analysis pages that follow, and the diagnostic view in **Section 2 — Role Interaction Matrix** (page 10).

NARRATIVE ANALYSIS · CENTRALITY

Where the Church Structurally Depends

Centrality measures how load-bearing each role is across the whole team. At Reformed Community the top of the ranking is unusually flat: six roles carry comparable weight, and the top four are nearly tied.

1. Associate Pastor TIER: PEAK

The single most load-bearing role. The Associate Pastor is the hinge between the Senior Pastor's direction and the youth, children's, and discipleship work — the By-Laws' designated supervisor of the staff, and the data agrees.

2. Children's Pastor TIER: PEAK

Effectively tied for first. The children's and Sunday-school axis anchors far more of the church than its position on the org chart would predict — a load-bearing role hiding in a mid-chart box.

3. Senior Pastor TIER: PEAK

Central as expected, but notably not the sole center of gravity. Leadership is distributed across the pastoral core rather than concentrated in the Senior Pastor alone — a resilient pattern.

4. Worship Pastor TIER: HIGH

Carries weight beyond Sunday worship, coordinating closely with the youth and pastoral staff. The Worship and Youth pastors move together (see compression).

5. Executive Director TIER: HIGH

A high load-bearing score for a role the By-Laws define as administrative. The Executive Director has become a coordination hub for pastoral staff, not only operations — the report's clearest bylaws-vs-actual signal.

6. Youth Pastor TIER: HIGH

Well-connected, and leaning on both the Executive Director and the Associate Pastor for coordination. Where that weight lands is the subject of the asymmetry section.

The diagnostic view of these centrality values — out-degree and in-degree bars per role — lives in [Section 7 · Role Centrality](#) (page 17).

NARRATIVE ANALYSIS · PERCEPTION ASYMMETRY

Where Perception is Misaligned

Asymmetry marks role-pairs where one side experiences the relationship far more intensely than the other. These directional gaps are where coordination is real but uneven — and they are frequently where the working lines diverge from the chart.

Youth Pastor ↔ Executive Director

YOUTH PASTOR LEANS UP; EXECUTIVE DIRECTOR REGISTERS IT LIGHTLY

The Youth Pastor reports frequent, high-stakes coordination with the Executive Director; the Executive Director records the relationship as routine. The By-Laws route youth-staff supervision through the Associate Pastor, so this gap shows pastoral coordination flowing into the operations office instead.

Children's Pastor ↔ Discipleship

CHILDREN'S PASTOR CARRIES THE RELATIONSHIP; DISCIPLESHIP UNDER-REGISTERS IT

The Children's Pastor describes a dependent, frequent working relationship with Discipleship; Discipleship reports it as occasional. The children's ministry is doing more of the church's formation work than the discipleship structure formally accounts for.

Senior Pastor ↔ Worship Pastor

WORSHIP PASTOR SEEKS MORE COORDINATION THAN IS RETURNED

The Worship Pastor reports reaching toward the Senior Pastor for direction more than the Senior Pastor reaches back — a common and benign pattern for worship leadership, worth naming only because it concentrates a little more on the Senior Pastor than the distributed core otherwise suggests.

Elders Council ↔ Treasurer

ELDERS ENGAGE THE TREASURER DIRECTLY AND HEAVILY

The Elders Council reports frequent, high-stakes coordination with the Treasurer. Under the By-Laws the Treasurer answers to the Trustees, and finance reaches the Session only through them. This gap is the relational trace of finance running Elders ↔ Treasurer directly.

Pattern observation

Three of the four largest gaps point the same direction: coordination is collecting around the Executive Director and the Elders–Treasurer line rather than along the supervisory and financial paths the By-Laws lay out. The asymmetries are not interpersonal; they are structural drift made visible.

The structured view of every asymmetric pair — directional tier values, gap sizes, and the symmetric pairs — lives in [Section 6 · Asymmetry & Perception Gaps](#) (page 15).

NARRATIVE ANALYSIS · COMPRESSION

Where Structure Could Be Simplified

Compression flags role-pairs that the church treats as nearly interchangeable — distinct boxes on the chart that move as one in practice. Some compression is by design; some marks a consolidation worth a deliberate decision.

Elders Council + Deacons Council

At 0.96 correlation, the two governing boards interact with the rest of the church almost identically. By-Laws Art. III §3 and Art. IV §2 establish them as distinct in office and mandate — spiritual governance versus mercy. In practice they function as a single coordinating body.

Whether the two boards should re-separate their work or the By-Laws should recognize a combined council is the kind of decision this convergence surfaces.

Deacons Council + Trustees

A second board convergence (0.86): mercy and property/finance moving together. Combined with the Elders–Treasurer asymmetry, this is why finance appears to flow around the Trustees rather than through them.

The data leaves open which board owns benevolence spending versus property finance — a line the Trustees' charter draws but practice has blurred.

Worship Pastor + Youth Pastor BY-LAWS WORKING AS INTENDED

These two pastoral roles coordinate so closely (0.86) they read as one ministry block. Given shared services, retreats, and student worship, this is largely compression by design — a healthy partnership rather than a redundancy.

Reads as an intentional partnership rather than a redundancy — compression by design.

Associate Pastor + Youth Pastor BY-LAWS WORKING AS INTENDED

The supervisory pair the By-Laws intend (Art. VI §2) shows up clearly in the data (0.85) — evidence the Associate–Youth line is working as written, even as the Youth Pastor also leans on the Executive Director.

The primary supervisory line is working as written, even as the Youth Pastor also leans on operations (see asymmetry).

NARRATIVE ANALYSIS · BY-LAWS VS. PRACTICE

Where Structure Has Drifted from Intent

Reformed Community Church supplied its Constitution & By-Laws and an organizational chart. This section compares the governance structure those documents intend against the relational pattern the questionnaire reveals. Where they align, the design is working as written; where they diverge, the gap names exactly where a role description, a committee charter, or a By-Law amendment would bring the two back into alignment. The data affirms the church's design in most respects and surfaces four specific points of drift.

The Session and Diaconate operate as a single coordinating body.

The By-Laws establish the Session (spiritual governance) and the Diaconate (mercy) as distinct in office and function, and forbid one board assuming another's duties. The relational data shows the Elders and Deacons interacting with the church in nearly identical patterns (0.96) — the strongest convergence in the dataset. The two designed bodies are functioning as one.

Cites: Art. III §1; Art. III §3; Art. IV §1-2

Financial oversight runs Elders ↔ Treasurer, around the Trustees.

The By-Laws place property and finance under the Trustees, make the Treasurer a Trustee, and route financial oversight from the congregation through the Trustees — explicitly not through the Session. The data shows the opposite line: a strong, direct Elders ↔ Treasurer coordination and a Deacons ↔ Trustees blur. Finance is reaching the Session directly rather than along the chartered path.

Cites: Art. V §1-3

The Executive Director carries pastoral-staff coordination the By-Laws assign to the pastors.

Art. VII scopes the Executive Director to operations and explicitly withholds pastoral supervision of staff; Art. VI runs staff supervision through the Senior and Associate Pastors. The data ranks the Executive Director fifth in load-bearing weight and shows the Youth Pastor leaning on that office for coordination the By-Laws route through the Associate Pastor. The administrative office has absorbed pastoral coordination.

Cites: Art. VI §2-3; Art. VII §1

Children's ministry anchors more load than its chart position predicts.

The org chart places the Children's Pastor in a mid-level box under the Associate Pastor. The data ranks the role second among all twenty — effectively tied for the most load-bearing — with a strong dependent relationship from the children's side toward Discipleship. The formation work the church relies on is concentrated more heavily here than the structure formally recognizes.

Cites: Art. VI §2; Art. VIII §1

Reformed Community's governing documents describe a church with cleanly separated powers — Session, Diaconate, Trustees — and clear supervisory lines among the pastoral staff. The relational data affirms that intent in most respects and reveals four places where practice has consolidated faster than the By-Laws: the Elder and Deacon boards now move as one, finance flows around the Trustees, the Executive Director has grown into pastoral coordination, and children's ministry carries more load than its chart box. None of these is a failure of leadership; each is the ordinary drift that accumulates between governance reviews. Together they mark precisely where a charter refresh or a By-Law amendment would re-align the written structure with the working one.

The chart Reformed Community supplied shows three governing boards running in parallel (Session, Diaconate, Trustees), five pastoral staff reporting through the Senior and Associate Pastors, and the Executive Director over a separate operations column. The relational data re-draws three of those lines: the Session and Diaconate collapse toward one body, the operations column reaches up into pastoral coordination, and financial flow runs Elders → Treasurer rather than through the Trustees. Where the chart shows three centers of governance, the data shows roughly two.

NARRATIVE ANALYSIS · RECOMMENDATIONS

Recommendations

The following recommendations emerge from the assessment findings. They are offered as conversations the leadership team should be having, not as diagnoses or mandates. Reformed Community Church's leadership knows its context better than any outside analysis; these recommendations are meant to inform judgment, not to replace it.

They are organized by timeframe: actions that could begin within 30 days, actions that build on that foundation within 60 days, and larger structural considerations to weigh over the coming three months.

FIRST 30 DAYS

Small starting steps to begin this month — conversations, drafts, single appointments. Low cost, high momentum.

1. Name, out loud, who supervises the youth and children's staff. ROLE CLARITY

The asymmetry data shows the Youth Pastor leaning on the Executive Director for coordination the By-Laws route through the Associate Pastor. A short conversation among the Senior Pastor, Associate Pastor, and Executive Director — naming who holds that supervisory line and writing it down — would resolve the ambiguity the data is registering. This is clarification, not reorganization.

NEXT 60 DAYS

Mid-tier actions that build on the first 30 days. Begin populating structure or codifying process.

2. Map who actually approves each kind of spending today. GOVERNANCE

The Elders ↔ Treasurer asymmetry and the Deacons ↔ Trustees convergence suggest finance is flowing around the Trustees the By-Laws designate. Asking the Treasurer to put on one page who approves benevolence spending versus property finance today would show the leadership team where practice and Art. V have diverged — before deciding whether to realign practice or amend the charter.

NEXT 3 MONTHS

Larger structural recommendations the prior horizons prepare the ground for. By-law amendments, role consolidations, formal appointments.

3. Decide whether the Session and Diaconate are one board or two. GOVERNANCE

The 0.96 convergence between the Elders and Deacons is the strongest signal in the data, and the By-Laws (Art. III §3) forbid one board assuming another's duties. This is a decision to make deliberately rather than let drift: either re-establish the distinct rhythms the documents intend, or propose a By-Law amendment recognizing a combined leadership council. Either is healthy; the unexamined middle is what the data flags.

4. Reflect the Children's Pastor's actual load in scope and succession. ROLE CLARITY

The role ranks second among all twenty in load-bearing weight while sitting in a mid-level chart box. A role this central warrants a documented backup, a clear formation-ministry charter with Discipleship, and a place in succession planning that matches the weight it already carries.

IF YOU ONLY DO THREE THINGS THIS WEEK

If the leadership team takes only three steps in the next 30 days, these would be the highest-leverage:

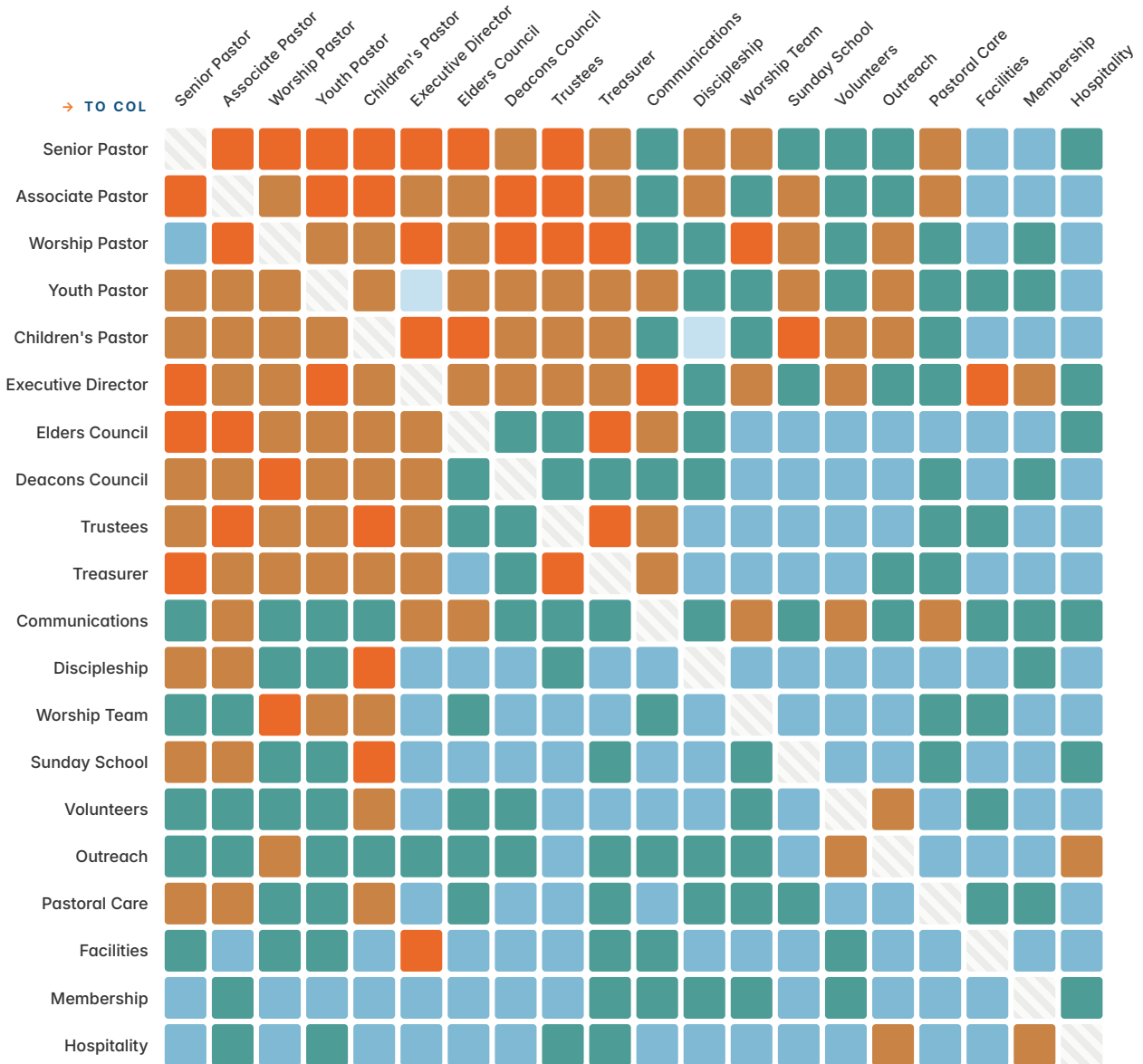
1. Put one question before the Session: "Are the Elders and Deacons one board or two?" — and begin the conversation.
2. Ask the Treasurer to map, on a single page, who approves each kind of spending today.
3. Have the Senior Pastor, Associate Pastor, and Executive Director name who supervises the youth and children's staff — and write it down.

SECTION 2 · DIAGNOSTIC

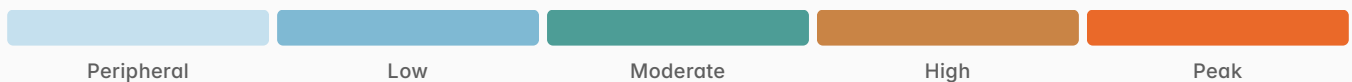
Role Interaction Matrix

The complete current-state view of how each leadership role interacts with every other role. The corner cell shows how to read the axes: each value reflects the row's relationship toward the column. The diagonal is omitted because no role interacts with itself.

FROM ROW ↓



TIER LEGEND — 5-TIER DIAGNOSTIC RAMP



Cells render colors only; tier identification is by legend reference. Based on responses from 20 of 20 leaders collected June 1 – 8, 2026. See *Methodology*, p. 22.

READING THE MAP

The matrix reads as warm through the pastoral center and cooler toward the administrative and ministry-team edge. Three patterns are worth carrying into the rest of the report.

A warm pastoral core

The five pastoral roles and the Executive Director form a dense, high-tier block — frequent communication, shared decisions, and overlapping accountability. This is the church's structural backbone.

Board convergence

The Elders, Deacons, and Trustees rows look more alike than the By-Laws would suggest — the clearest sign that three designed bodies are operating as roughly two.

A cooler outer ring

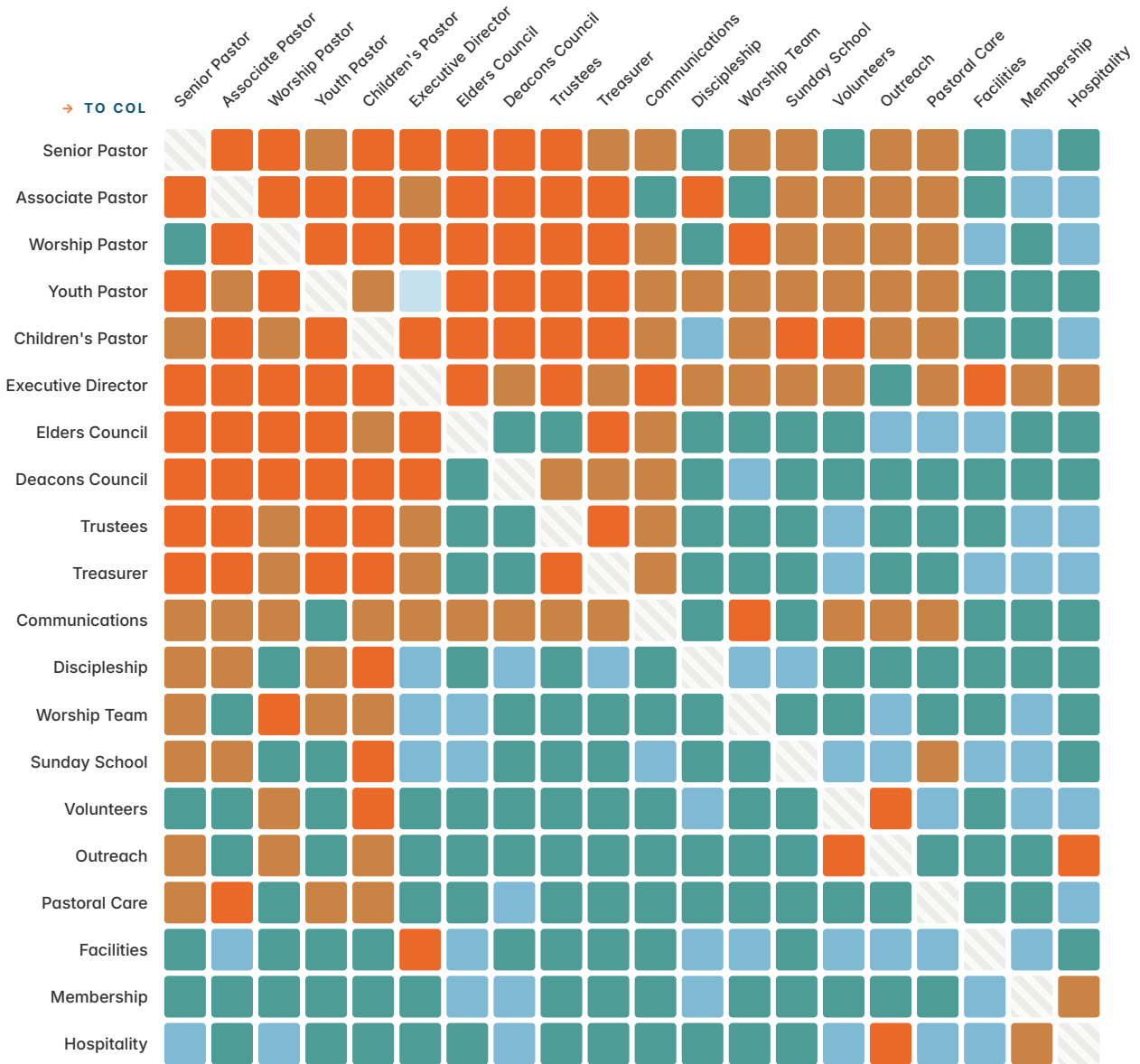
Hospitality, Facilities, Membership, and Sunday School sit at lighter tiers — normal for support roles, and a useful contrast that makes the load-bearing center legible.

SECTION 3 · DIAGNOSTIC · FREQUENCY

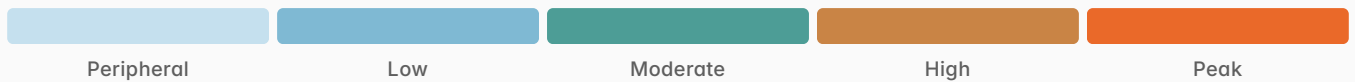
Frequency Sub-Matrix

The Frequency domain captures *how often* each role pair interacts — combining communication frequency, decision coordination, and collaborative problem-solving.

FROM ROW ↓



FREQUENCY TIER — 5-TIER DIAGNOSTIC RAMP

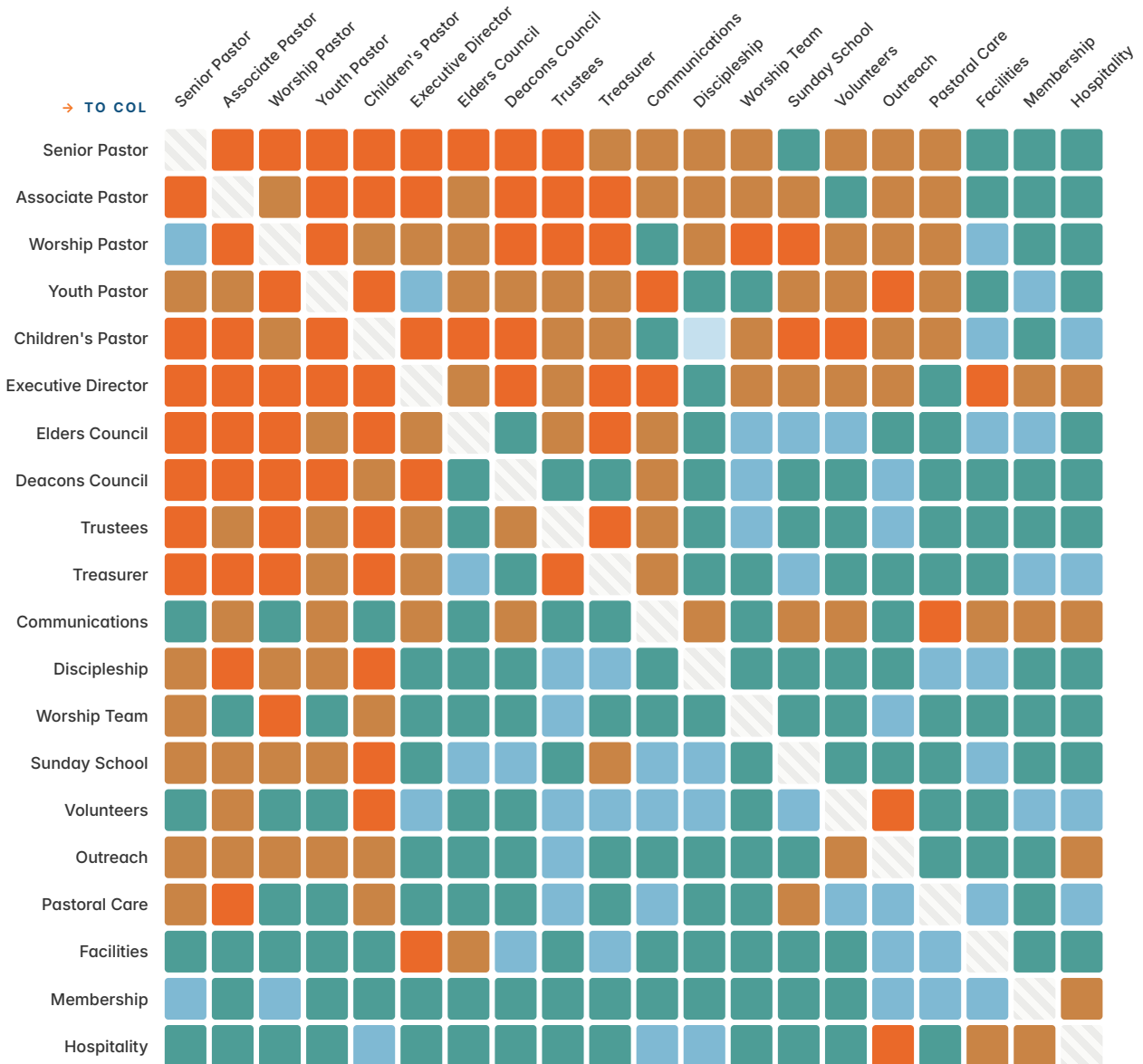


SECTION 4 · DIAGNOSTIC · FLOW

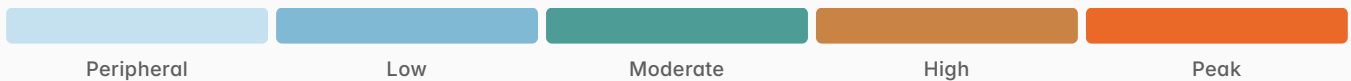
Flow Sub-Matrix

The Flow domain captures *who provides what to whom* — combining each respondent's Outflow and Inflow ratings.

FROM ROW ↓



FLOW TIER — 5-TIER DIAGNOSTIC RAMP

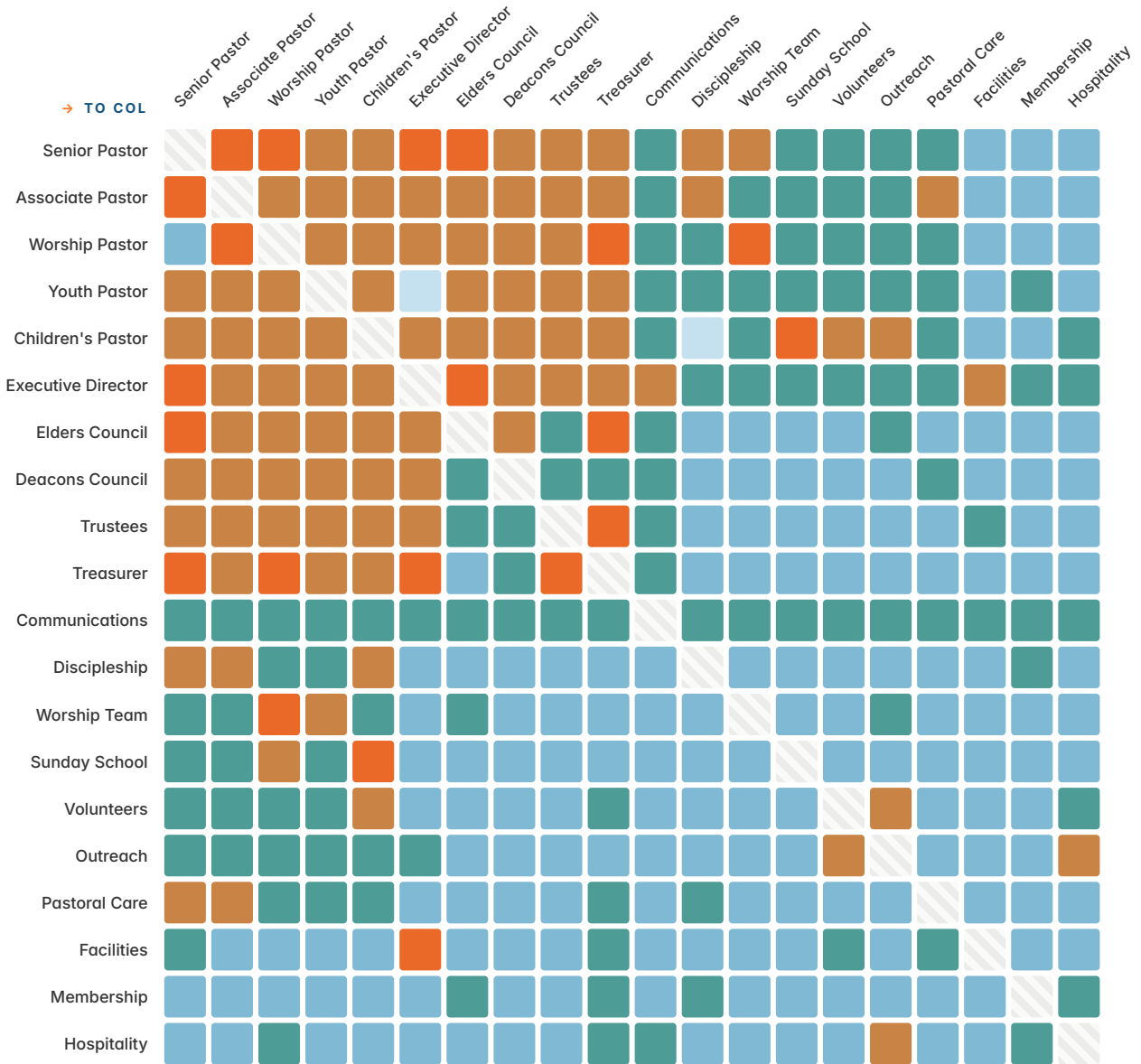


SECTION 5 · DIAGNOSTIC · STAKES

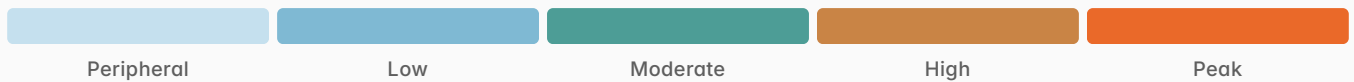
Stakes Sub-Matrix

The Stakes domain captures *how consequential* the interaction is — combining Task Dependency and Accountability Overlap.

FROM ROW ↓



STAKES TIER — 5-TIER DIAGNOSTIC RAMP



SECTION 6 · DIAGNOSTIC · ASYMMETRY

Asymmetry & Perception Gaps

Asymmetry surfaces where two roles describe the same relationship at substantially different intensities. The gap is a perception difference, not a conflict — but in role pairs where mutual coordination is the structural expectation, a wide gap is a finding worth surfacing.

4 3-TIER GAPS	5 2-TIER GAPS	3 1-TIER GAPS	178 SYMMETRIC PAIRS
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MAJOR GAPS · 3-TIER OR LARGER

Youth Pastor ↔ Executive Director	YOUTH PASTOR'S VIEW Peripheral (1)	VS	EXECUTIVE DIRECTOR'S VIEW Peak (5)	4 TIER GAP
Children's Pastor ↔ Discipleship	CHILDREN'S PASTOR'S VIEW Peripheral (1)	VS	DISCIPLESHIP'S VIEW Peak (5)	4 TIER GAP
Senior Pastor ↔ Worship Pastor	SENIOR PASTOR'S VIEW Peak (5)	VS	WORSHIP PASTOR'S VIEW Low (2)	3 TIER GAP
Elders Council ↔ Treasurer	ELDERS COUNCIL'S VIEW Peak (5)	VS	TREASURER'S VIEW Low (2)	3 TIER GAP

ADDRESS GAPS · 2-TIER

ROLE PAIR	DIRECTION A VIEW	DIRECTION B VIEW	GAP
Communications / Pastoral Care	High (4)	Low (2)	2
Executive Director / Volunteers	High (4)	Low (2)	2
Executive Director / Worship Team	High (4)	Low (2)	2
Executive Director / Membership	High (4)	Low (2)	2
Communications / Volunteers	High (4)	Low (2)	2

MINOR GAPS · 1-TIER

ROLE PAIR	DIRECTION A VIEW	DIRECTION B VIEW	GAP
Communications / Sunday School	Moderate (3)	Low (2)	1
Executive Director / Discipleship	Moderate (3)	Low (2)	1
Executive Director / Hospitality	Moderate (3)	Low (2)	1

*The narrative interpretation of these gaps — what each asymmetry signals and the conversation worth having — lives in **Narrative Analysis · Perception Asymmetry** (page 5).*

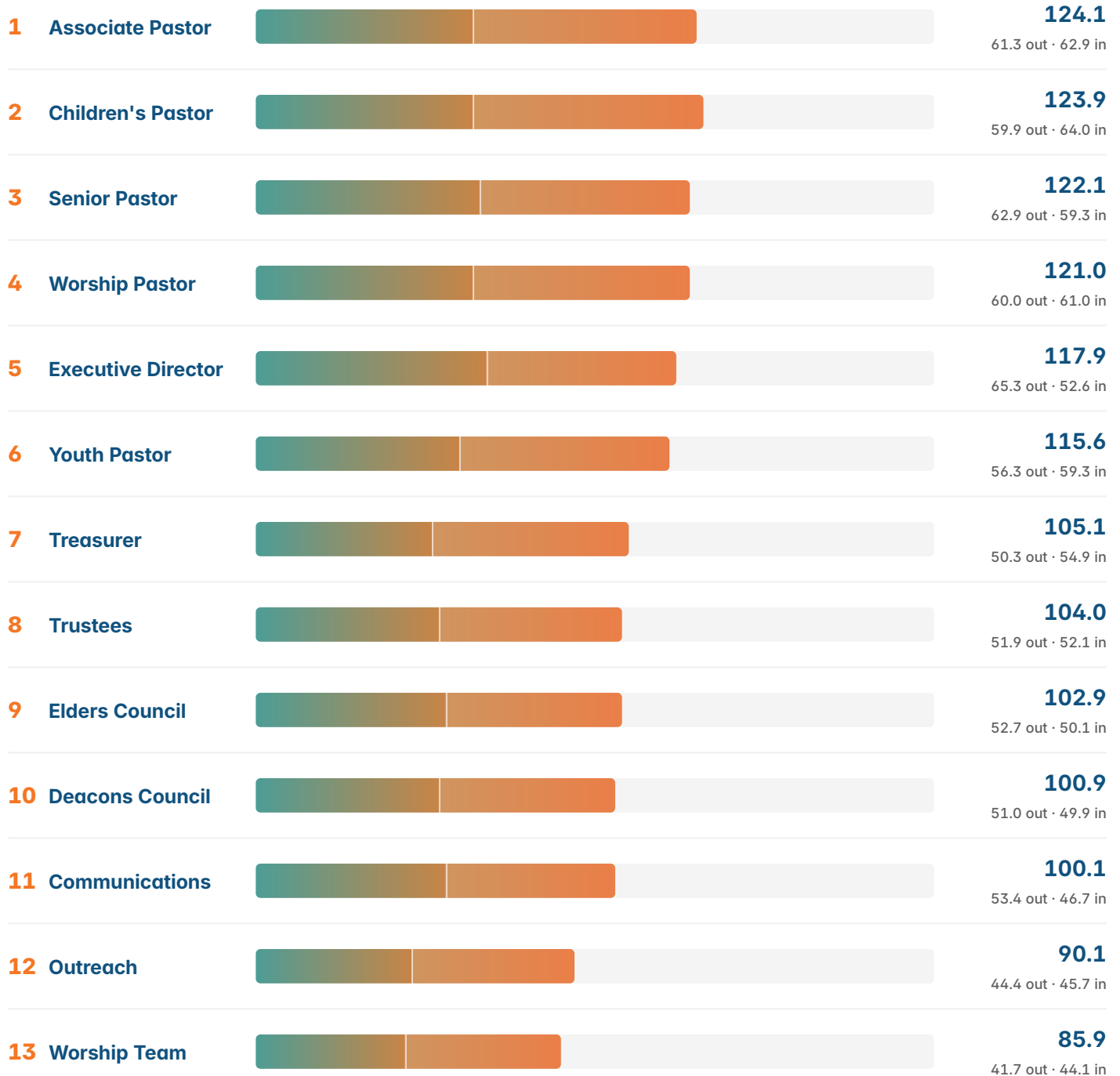
SECTION 7 · DIAGNOSTIC · CENTRALITY

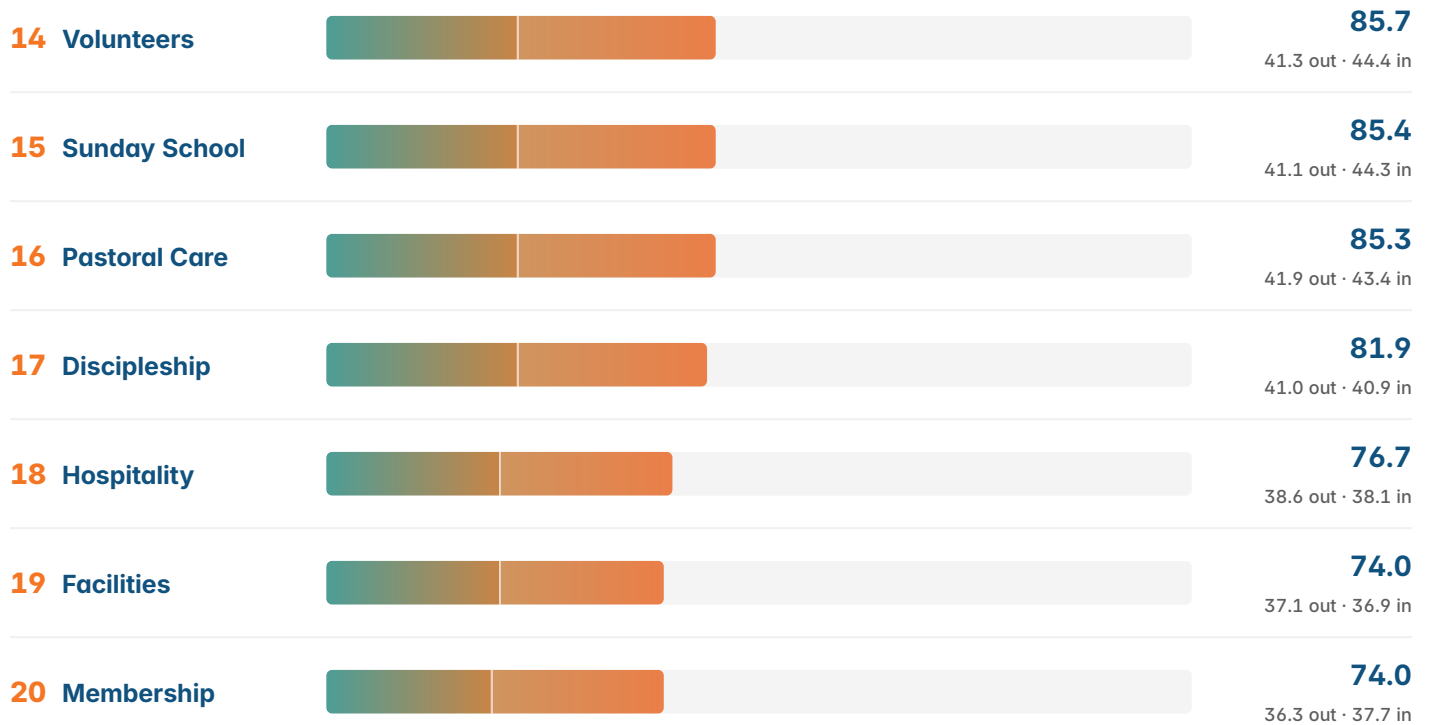
Role Centrality

Centrality measures how load-bearing each role is in the leadership team. The bar for each role splits into two parts: **how this role engages with others** (the row sum) and **how others engage with this role** (the column sum). Roles where both parts run high are the team's load-bearing positions.

■ Out-degree (this role's view of others) ■ In-degree (others' view of this role)

Colors mark direction of engagement only — not the 5-tier diagnostic ramp. All centrality values out of 190 max.





WHAT THE DATA IS SHOWING

MOST LOAD-BEARING

Associate Pastor

Highest total centrality (124.1 / 190). Out-degree 61.3 · In-degree 62.9.

MOST RECEIVED-FROM

Children's Pastor

Highest in-degree (64.0) on the team — the role most other leaders rate as central to their work.

LOWER CENTRALITY, FOCUSED

Facilities, Membership

Both register at the bottom of the centrality ranking. For ministry-focused roles this is typical and not a finding of disengagement.

OUT/IN BALANCED CLUSTER

Senior Pastor, Worship Pastor

Both show roughly balanced out- and in-degrees. They're reaching out about as often as they're reached toward — the configuration most consistent with healthy two-way coordination.

The narrative interpretation of these centrality values — what each role's position means structurally and what to watch for — lives in [Narrative Analysis · Centrality](#) (page 4).

SECTION 8 · DIAGNOSTIC · COMPRESSION

Compression Candidates

A compression candidate is a pair of roles whose interaction profiles correlate so closely with every other role that the data is suggesting they may functionally operate as one. Surfacing these pairs is a way to ask whether a role boundary is still serving the work.

FLAGGED CANDIDATES · CORRELATION ≥ 0.85

Correlations above 0.85 are unusually high — these pairs show an interaction footprint that's nearly indistinguishable across the team.

Elders Council ↔ Deacons Council	0.96 PROFILE CORRELATION
Worship Pastor ↔ Youth Pastor	0.86 PROFILE CORRELATION
Deacons Council ↔ Trustees	0.86 PROFILE CORRELATION
Associate Pastor ↔ Youth Pastor	0.85 PROFILE CORRELATION

WHAT THIS SECTION IS SAYING

<p>STRONGEST SIGNAL</p> <p>Elders Council ↔ Deacons Council</p> <p>Correlation of 0.96 — these two roles are virtually indistinguishable in how the rest of the team interacts with them.</p>	<p>MOST DIFFUSE</p> <p>Deacons Council, Youth Pastor</p> <p>Each appear in multiple flagged pairs — their interaction footprints are the most similar to other roles on the team.</p>
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READ WITH CARE

A question, not a conclusion

High correlation surfaces a question about role boundaries — not a structural verdict. The data describes the configuration; the leadership team decides what, if anything, to do with it.

APPROACHING THRESHOLD · CORRELATION 0.75–0.84

ROLE PAIR	CORRELATION
Elders Council / Pastoral Care	0.84
Deacons Council / Pastoral Care	0.83

SECTION 9 · DIAGNOSTIC · PER-ROLE DRILL-DOWNS

Per-Role Drill-Downs

One row per role: centrality rank, the role's domain-by-domain mean (Frequency / Flow / Stakes), the role's two strongest connections, and any asymmetry the role is part of. Cards with an orange left edge mark roles involved in a 3-tier asymmetric pair flagged in Section 6.

<p>RANK 1 · MOST CENTRAL Associate Pastor</p>	<p>124.1 CENTRALITY</p>	<p>Freq 3.4 Flow 3.5 Stakes 2.7</p>	<p>STRONGEST CONNECTIONS Senior Pastor · Peak Youth Pastor · Peak</p>	<p><i>No 3-tier asymmetries</i></p>
<p>RANK 2 Children's Pastor</p>	<p>123.9 CENTRALITY</p>	<p>Freq 3.4 Flow 3.3 Stakes 2.6</p>	<p>STRONGEST CONNECTIONS Executive Director · Peak Elders Council · Peak</p>	<p>FLAGGED · ASYMMETRY 4-tier gap with the Discipleship. See p. 15.</p>
<p>RANK 3 Senior Pastor</p>	<p>122.1 CENTRALITY</p>	<p>Freq 3.4 Flow 3.7 Stakes 2.8</p>	<p>STRONGEST CONNECTIONS Associate Pastor · Peak Worship Pastor · Peak</p>	<p>FLAGGED · ASYMMETRY 3-tier gap with the Worship Pastor. See p. 15.</p>
<p>RANK 4 Worship Pastor</p>	<p>121.0 CENTRALITY</p>	<p>Freq 3.4 Flow 3.3 Stakes 2.7</p>	<p>STRONGEST CONNECTIONS Associate Pastor · Peak Executive Director · Peak</p>	<p>FLAGGED · ASYMMETRY 3-tier gap with the Senior Pastor. See p. 15.</p>
<p>RANK 5 Executive Director</p>	<p>117.9 CENTRALITY</p>	<p>Freq 3.7 Flow 3.6 Stakes 2.9</p>	<p>STRONGEST CONNECTIONS Senior Pastor · Peak Youth Pastor · Peak</p>	<p>FLAGGED · ASYMMETRY 4-tier gap with the Youth Pastor. See p. 15.</p>
<p>RANK 6 Youth Pastor</p>	<p>115.6 CENTRALITY</p>	<p>Freq 3.2 Flow 3.1 Stakes 2.4</p>	<p>STRONGEST CONNECTIONS Senior Pastor · High Associate Pastor · High</p>	<p>FLAGGED · ASYMMETRY 4-tier gap with the Executive Director. See p. 15.</p>
<p>RANK 7 Treasurer</p>	<p>105.1 CENTRALITY</p>	<p>Freq 2.8 Flow 2.8 Stakes 2.3</p>	<p>STRONGEST CONNECTIONS Senior Pastor · Peak Trustees · Peak</p>	<p>FLAGGED · ASYMMETRY 3-tier gap with the Elders Council. See p. 15.</p>
<p>RANK 8 Trustees</p>	<p>104.0 CENTRALITY</p>	<p>Freq 3.0 Flow 2.8 Stakes 2.2</p>	<p>STRONGEST CONNECTIONS Associate Pastor · Peak Children's Pastor · Peak</p>	<p><i>No 3-tier asymmetries</i></p>

<p>RANK 9 Elders Council</p>	<p>102.9 CENTRALITY</p>	<p>Freq 3.0 Flow 2.9 Stakes 2.3</p>	<p>STRONGEST CONNECTIONS</p> <ul style="list-style-type: none"> Senior Pastor · Peak Associate Pastor · Peak 	<p>FLAGGED · ASYMMETRY 3-tier gap with the Treasurer. See p. 15.</p>
<p>RANK 10 Deacons Council</p>	<p>100.9 CENTRALITY</p>	<p>Freq 3.0 Flow 2.9 Stakes 2.1</p>	<p>STRONGEST CONNECTIONS</p> <ul style="list-style-type: none"> Worship Pastor · Peak Senior Pastor · High 	<p>No 3-tier asymmetries</p>
<p>RANK 11 Communications</p>	<p>100.1 CENTRALITY</p>	<p>Freq 3.1 Flow 2.9 Stakes 2.2</p>	<p>STRONGEST CONNECTIONS</p> <ul style="list-style-type: none"> Associate Pastor · High Executive Director · High 	<p>No 3-tier asymmetries</p>
<p>RANK 12 Outreach</p>	<p>90.1 CENTRALITY</p>	<p>Freq 2.6 Flow 2.5 Stakes 1.8</p>	<p>STRONGEST CONNECTIONS</p> <ul style="list-style-type: none"> Worship Pastor · High Volunteers · High 	<p>No 3-tier asymmetries</p>

Showing top 12 of 20 roles by centrality. The full per-role breakdown for all 20 roles is available in your dashboard at <https://app.rolemap.co/engagements/cedar-valley-2026/matrix>.

METHODOLOGY · PART 1 OF 2

What this report measures

RoleMap is a structured way to describe how leadership roles in a congregation interact. Each role-holder answers seven questions about every other role; the answers roll up into a heat map and a set of diagnostic signals. The report describes the *configuration* the questionnaire revealed — the leadership team supplies the interpretation. This page covers what was asked and how the answers become tier ratings; the next page covers how to read the heat map and what the report does and does not measure.

1 THE QUESTIONNAIRE

Every role-holder completed one questionnaire for each other role. The seven questions are organised into three orthogonal *domains*. Each domain answers a different question about the relationship between two roles.

<p>Frequency <i>"How often does the interaction happen?"</i></p> <ul style="list-style-type: none"> • Communication Frequency • Decision Coordination • Collaborative Problem-Solving 	<p>Flow <i>"Who provides what to whom?"</i></p> <ul style="list-style-type: none"> • Outflow (you → them) • Inflow (them → you) 	<p>Stakes <i>"How consequential is the interaction?"</i></p> <ul style="list-style-type: none"> • Task Dependency • Accountability Overlap
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Each of the seven questions is rated on a 0-to-5 scale with descriptive labels tailored to the question. Respondents also have an **Additional Notes** section per pair where they may write qualitative observations the numerical scores don't capture.

2 HOW ANSWERS BECOME TIERS

For each role-pair, the seven answers roll up two ways. Each **domain** produces a 0-to-5 mean. The full **composite** is the sum of all seven raw scores on a 0-to-35 scale. Across all respondents who rated the same pair, the average composite drives the heat-map color in the main matrix; the average domain means drive the per-domain sub-matrices in Sections 3 through 5.

The composite score places each role-pair into one of five descriptive tiers. The tier ramp runs cool to warm as interaction intensity grows:



The diagnostic sections of this report (Sections 2 through 9) all use this five-tier descriptive ramp. The Executive Summary uses a four-tier prescriptive collapse — **Healthy · Watch · Address · Urgent** — to flag patterns for the leadership team's attention; that collapse is described in Section 1 itself and applies *only* there. RoleMap intentionally does not display raw scores, domain means, or other numerical detail in the client-view heat-map cells; tier identification is by legend reference, and the qualitative tier names are the language the report uses throughout.

Each matrix cell is read **row to column**: the cell at row Senior Pastor × column Associate Pastor represents how the Senior Pastor's responses describe the relationship with the Associate Pastor, which is not necessarily the same as how the Associate Pastor describe the relationship in return. The diagonal is omitted because no role interacts with itself.

METHODOLOGY · PART 2 OF 2

How to read this report

The heat map and the diagnostic sections that follow describe configuration: where work concentrates, where perceptions diverge, and which roles bear the most relational weight. They describe configuration, not causes; the recommendations that follow from them are offered as conversations for the leadership team, never as directives. This page lays out the three signals the diagnostic sections surface, what the report deliberately does not measure, and how respondent confidentiality has been handled.

3 THE THREE DIAGNOSTIC SIGNALS

<p>SIGNAL 1 Asymmetry</p>	<p>When role A rates the relationship with role B at a different intensity than role B rates it back, the gap is a perception difference, not a conflict. If mutual coordination is the expected pattern for that role pair, a 3-tier asymmetry warrants attention. If the role pair operates by one-way provision in the normal course of work, asymmetry may simply reflect the natural shape of the relationship.</p>
<p>SIGNAL 2 Centrality</p>	<p>A role whose row-plus-column tier values are unusually high across the matrix is load-bearing — many other roles depend on its functioning, in many directions. The interpretive question is whether load-bearing roles have the support, delegation, or boundaries their position requires.</p>
<p>SIGNAL 3 Compression candidates</p>	<p>When two roles' interaction profiles correlate very closely with all other roles, the data is suggesting they may functionally operate as a single role. Compression candidates are an invitation to ask whether the role boundary still serves the work.</p>

4 WHAT THIS REPORT DOES NOT MEASURE

The questionnaire identifies **relational patterns** — not their causes. It captures how often, in what direction, and at what intensity each role-pair's work flows. It does not capture whether respondents trust each other or whether unresolved disagreements lie behind a high-intensity reading. A Peak rating means two roles work intensely together; it does not, by itself, mean either party experiences the relationship as difficult.

The only place where conflict, friction, or specific concerns can surface is the optional **Additional Notes** field. Where comments are absent, the report stays with the structured data and does not infer underlying tone. The diagnostic sections describe what is; the recommendations that follow offer the leadership team conversations to have and decisions to weigh, with the data on the table. The leadership team — not the report — makes every call, and the report never recommends that a specific person be removed or excluded.

5 CONFIDENTIALITY & RESPONDENT TREATMENT

Responses in this engagement are **not anonymous**. Each respondent rated each other role under their own name, and the leadership team can see which respondent gave which rating. This was disclosed to every respondent at the time the questionnaire was distributed, and accepted before any data was submitted.

The report should be circulated only within the leadership team and trusted advisors. Distribution beyond the leadership context is at the leadership team's discretion and should be considered carefully given the personal nature of the data. Broader methodological foundations of RoleMap live at rolemap.co/methodology; engagement-specific questions go to anton@rolemap.co.

APPENDIX

Response Detail, Definitions, & Acknowledgments

Reference material for this engagement: the per-respondent completion record, key terms used throughout the report, and acknowledgments.

RESPONSE DETAIL

RESPONDENT	REPRESENTING ROLE	SUBMITTED	PAIRS RATED
A. Reilly	Senior Pastor	2026-04-06	19 / 19
B. Carter	Associate Pastor	2026-04-07	19 / 19
C. Schmidt	Worship Pastor	2026-04-08	19 / 19
D. Olson	Youth Pastor	2026-04-09	19 / 19
E. Patel	Children's Pastor	2026-04-10	19 / 19
F. Nguyen	Executive Director	2026-04-11	19 / 19
G. Brooks	Elders Council	2026-04-12	19 / 19
H. Wallace	Deacons Council	2026-04-13	19 / 19
I. Mendez	Trustees	2026-04-06	19 / 19
J. Tanaka	Treasurer	2026-04-07	19 / 19
K. Singh	Communications	2026-04-08	19 / 19
L. Russo	Discipleship	2026-04-09	19 / 19
M. Lopez	Worship Team	2026-04-10	19 / 19
N. Khan	Sunday School	2026-04-11	19 / 19
O. Park	Volunteers	2026-04-12	19 / 19
P. Mitchell	Outreach	2026-04-13	19 / 19
Q. Ahmed	Pastoral Care	2026-04-06	19 / 19
R. Zhang	Facilities	2026-04-07	19 / 19
S. Coleman	Membership	2026-04-08	19 / 19
T. Johansson	Hospitality	2026-04-09	19 / 19

DEFINITIONS

Composite

The sum of all seven question scores per role-pair, on a 0–35 scale.

Centrality

Row sum + column sum from the composite matrix. Higher centrality = more interaction intensity flowing to and from this role.

Domain mean

The average of the questions within one domain, on a 0–5 scale.

Tier

The qualitative band the composite falls into: Peripheral, Low, Moderate, High, or Peak.

Asymmetry

The difference between role A's rating of role B and role B's rating of role A. A perception gap, not a verdict.

Out-degree / In-degree

The row sum (out-degree) is how this role's responses describe interaction across the team. The column sum (in-degree) is how others describe this role.

Compression candidate

A pair of roles whose interaction profiles correlate above 0.85 across all other roles.

Comment

A free-text observation from the optional Additional Notes field.

ACKNOWLEDGMENTS

Produced by **RoleMap** from responses collected June 1 – 8, 2026 from 20 leaders at Reformed Community Church, Greenville, South Carolina. Methodology and analysis by **Anton Brown**. Engagement-specific questions go to anton@rolemap.co; broader methodological foundations are published at rolemap.co/methodology.