HIGHER THINKING

FALL 2016

outcomes

The Magazine of Christian Leadership Alliance

SPECIAL CLA FOUNDERS COUNCIL EDITION

Ministry Financial Trends

CapinCrouse's *Vonna Laue* shares perspective.

The Agile Nonprofit

What innovative organizations do differently

Biznistry

"What if" we took a new approach?

Are you looking for a custom fundraising program

. . . without the custom price?

Douglas Shaw & Associates can help you launch a custom direct response fundraising program that will guide you to more and better donors to you mission . . .

And it may cost you less than you are paying now!

REQUEST YOUR FREE FIELD GUIDE FOR INSPIRED FUNDRAISING TODAY!

Contact Michael Johnson at mjohnson@douglasshaw.com or 630-562-1321

DOUGLAS SHAW & Associates
FUNDRAISING COUNSEL

DIRECT RESPONSE FUNDRAISING
& MARKETING FOR NONPROFITS

- INSPIRED FUNDRAISING SOLUTIONS -

www.douglasshaw.com

outcomes

Fall 2016 Vol. 40, Num. 3

Emerging Trends

DEPARTMENTS

COVER PHOTO • COURTESY OF CAPINCROUSE

Innovative Thinking

IN THIS EDITION of *Outcomes* we explore emerging trends rapidly changing the Christian nonprofit world.

Now, more than ever, our world needs the transformative work of Christian nonprofit organizations. We serve a creative God who has equipped us with the ability to innovate, think, take risks and boldly pursue God's calling for our lives and our organizations. World-changing Christian leaders understand emerging trends and embrace those that align with both Scripture and their organizational missions. They recognize that innovation is a key to lasting kingdom impact.

Nehemiah is one of my favorite biblical leaders. When he led the rebuilding of the walls of Jerusalem he was strategic, creative and sensitive to the world around him. He prayerfully depended on God. He set his plans, but adjusted to meet those goals as the environment changed. Rather than becoming discouraged by opposition or challenge, he innovated. Ultimately, he was successful.

In this edition, we examine trends in financial management, giving, communications and more. Our lead story, "Growing Leaders from Within," offers wisdom on why nonprofit organizations must focus more intentionally on employee development. Through compelling research this article suggests that by investing in developing our employees we'll not only help ensure our nonprofit organization's success, we'll also unlock the door to healthy succession planning.

Biblically based leadership development is at the heart of our work here at Christian Leadership Alliance. Visit (christianleadershipalliance.org) to see the many ways we can help develop your team and equip your organization to embrace emerging trends and innovation. We want to help you, and the organization you serve, to succeed and flourish in a rapidly changing world.

W. Scott Brown

@ScottBrownCLA | @CLAOutcomes

OutcomesMagazine.com

Connect with *Outcomes* and Christian Leadership Alliance online:

CLATV: View CLATV at (CLATV.org)

Blog: blog.christianleadershipalliance.org

Twitter: @CLALeader and @CLAOutcomes

Facebook: (Facebook.com/christianleadershipalliance)

Google+: (Google.com/+ChristianLeadershipAllianceOrg)

LinkedIn: (Linkedin.com/company/christian-leadership-alliance)

Pinterest: (pinterest.com/claleader)

Websites: (christianleadershipalliance.org) and **(outcomesmagazine.com)**

Gift *Outcomes* Magazine to a Colleague or Friend: Only $39.99 per year!
Go to: (outcomesmagazine.com/subscribe)

Christian Leadership Alliance equips and unites leaders to transform the world for Christ.

8 CONTENT THEMES Executive Leadership • Resource Development • Financial Management • Board Governance • People Management and Care • Marketing and Communications • Internet and Technology • Legal and Tax

outcomes

PUBLISHER Christian Leadership Alliance
EDITOR IN CHIEF W. Scott Brown
DESIGNERS Elizabeth Krogwold & Bill Kuffel
SPECIAL PROJECTS Suzy West
ADVERTISING SALES Heather McCulloch
COPY EDITOR Dan Brownell
PRODUCTION Diana Jones, CrossLife LLC

CHRISTIAN LEADERSHIP ALLIANCE

PRESIDENT/CEO Tami Heim
VP, LEADERSHIP EXPERIENCES/RESOURCES W. Scott Brown
VP, OPERATIONS/FINANCE Suzy West
CHAIRMAN OF THE BOARD Dr. John C. Reynolds

The purpose of *Outcomes* is to fulfill Christian Leadership Alliance's mission to equip and unite leaders to transform the world for Christ. *Outcomes* offers those whom Christ calls to leadership higher thinking and lifelong learning resources to equip them for excellence in kingdom service and stewardship.

Contact Editorial offices: 629 Camino de los Mares, Suite 309, San Clemente, CA 92673.
Website: christianleadershipalliance.org
Email: Editor@OutcomesMagazine.com.

Subscriptions:
outcomesmagazine.com/subscribe

***Outcomes* magazine** is published quarterly by Christian Leadership Alliance, 629 Camino de los Mares, Suite 309, San Clemente, CA 92673.

Postmaster: Send address changes to *Outcomes* magazine, 629 Camino de los Mares, Suite 309, San Clemente, CA 92673. (949) 487-0900. Printed in USA, Volume 40, Number 3.

To learn more about Christian Leadership Alliance:
Contact us at 629 Camino de los Mares, Suite 309, San Clemente, CA 92673
Telephone: (949) 487-0900
Website: (christianleadershipalliance.org)

Advertising: To advertise in *Outcomes*, contact Heather McCulloch at ads@christianleadershipalliance.org.

AZUSA PACIFIC UNIVERSITY

Ministry Financial Trends

CapinCrouse's Vonna Laue shares perspective.

CLA PRESIDENT AND CEO TAMI HEIM recently interviewed Vonna Laue, CPA, managing partner for CapinCrouse, LLP, a national CPA and consulting services firm that since 1972 has provided support in key areas of financial integrity and security for mission-focused nonprofit organizations, churches and higher education institutions.

Laue joined CapinCrouse in 1996. She works closely with the West Coast audit team and with clients, addressing the ever-changing needs that face nonprofit organizations. She has served local organizations in a variety of positions, and has published articles in national publications as well as co-authored the book *Essential Guide to Church Finances* (Your Church Resources/Christia, 2009). In 2010 she was inducted into the Church Management Hall of Fame. Today, she serves as a board member for World Vision, U.S. Laue earned her B.S. degree from Black Hills State University and her MBA degree in leadership and human resource management from the University of Colorado.

A member of CLA's national advisory council, in the area of financial management, Laue has frequently taught both at conferences and online for CLA. She also led the development of the financial management modules in CLA's Outcomes Academy (Online). Heim spoke with Laue about emerging trends in financial management and reporting for Christian nonprofit organizations.

What trends are you seeing in terms of ministry financial reporting practices?

I would start with software and technology. We are seeing more cloudbased applications. That's causing everyone to ask about their technology. Is it sufficient? What are the controls around it? How can it simplify financial reporting?

Users of financial statements, whether donors, regulators or the general public, also have a greater concern for transparency and how financial information relates to the use of funds raised, as well as general outcomes or accomplishments.

The whole landscape of financial reporting practices is changing. Within this year, a standard will likely be released that will tell us what nonprofit financial statements will look like in the future. There's discussion about how expenses will be reported, potentially in ways we haven't previously seen. These proposed changes are the most significant we in nonprofit ministry have seen in more than 20 years.

How will ministry leaders need to prepare differently?

First, they will need to have the technical expertise either on staff or from outside to comply with the changes. Second, from a leadership perspective, the broader issue is stepping back and asking what these changes are about. They're actually outcomes-driven changes, and that's what we're about as organizations, or should be.

We should be able to tout what we're doing and be excited about what God is doing in our ministries. There should be a correlation between our financial numbers and our ministry results. Financial reporting just links it together and communicates it to the outside world.

How can boards manage well their fiduciary roles?

An engaged and knowledgeable board asks questions, maintains accountability, monitors the CEO and ensures governance compliance. They are ultimately responsible for outcomes and accomplishments. Boards shouldn't micromanage, but they do have fiduciary responsibility. For small ministries, that could be handled by the board as a whole, but ultimately boards need a financial committee and then an audit committee.

Someone with financial expertise is needed on any board. Sometimes that doesn't exist on a board, so an option is to bring them in as a committee member rather than a board member. I love that, because it's a great form of board recruitment.

How can financial departments best support boards and executive leaders?

Financial departments need to help provide the board and executive team with training on financial risks, internal controls, and financial policies and procedures. Help them understand their role, and equip them to perform it.

Also, ask what information the board wants to receive to adequately monitor and oversee financial operations. What timing? What's the right level of detail? Ask that periodically, because the makeup of leadership teams change, whether it's board rotation or a change in executive leadership.

Financial departments need to make sure that they're providing accurate, timely and succinct information. If you provide 40 pages of detail, don't be surprised if leadership misses what you believe is most important.

Photo Courtesy of CapinCrouse

CapinCrouse's Vonna Laue shares insight on financial trends.

Dashboards are important for providing key financial and nonfinancial data to decision makers. That's where you need to get the feedback, because it needs to be relevant to governing the operations of the organization. Dashboards are a growing trend because they provide a snapshot of what boards need to know at a given point.

What are the most important things to capture on a dashboard?

A financial dashboard contains key pieces of information, just like the dashboard on your car. Just as you need to know if you have enough oil or gas, a financial dashboard takes data and makes it graphic so people, whether financially oriented or not, can easily see how the organization is doing. The key is to make sure it's not cluttered. It should be one page, a simple report with key pieces of financial information.

It should include things like: How much cash do we have? How much of that is available? Where are we, in terms of budget to actual? I actually think the most valuable pieces are trends. Those might include: How many donors do we have? How many are active? What is their decline or incline rate?

It's amazing how accurate trends are. For example, if you look at your contributions per month, over the past five years, you can more accurately predict future cash flow. Trend information is vital. So are nonfinancial key indicators such as how many people attended a camp, enrolled in a university, or the response rate to our fundraising appeals. It's a mix of key financial and nonfinancial data, key metrics identified by leadership that they believe will make the ministry successful.

Can you share perspective on creating budgets?

Budgets are a tool, not a weapon. Budgets should fit with a strategic plan, vision and mission of a ministry. We should weigh budgetary decisions based on those factors. But, here's where sometimes people get concerned. I believe we shouldn't do just one budget in our budgeting process. I think we should do three.

The first one, our primary budget, takes most of the time and effort. After we complete our primary budget, we do a second one that is a certain percentage higher. We can identify things to add back in if we exceed budgeted revenues. Then, we do a third one that is a certain percentage lower. We can determine things that squeaked into the primary budget, but that we would be able to cut if revenues are lower. By doing that up front, we take the emotion out of it. Otherwise, when we have more or less revenue, those who speak the loudest win. If we're strategic up front, we stay true to our mission and vision.

What are the most essential controls ministries need to have in place to ensure financial integrity and transparency?

The most essential control is at the top. I think we sometimes overlook the importance of the tone that the board and leadership set for the entire ministry. For example, if the CEO or senior pastor doesn't turn in receipts, doesn't do an expense report, doesn't place importance on controls, then it's hard to get others to do it. They don't see that behavior modeled. Controls start there.

From a nuts-and-bolts perspective, it's also about basic segregation of duties. Sometimes that's harder because of technology, since it allows people to do more things. If we're not intentional about looking at what technology allows people to do, we can have lapses.

What about for smaller ministries where separation of duties is more challenging?

I used to have sympathy for small ministries because it was hard with limited staff to have good internal controls. Then I saw a number of small ministries doing it well, and I lost my sympathy. It can be done.

There are three primary roles that need to be covered when you're looking at the financial operations of an organization. That's custody of the assets, authorization and record keeping. We need to ensure that one person can't access all three of those things. We don't have to separate them all out, but if we pull one of those pieces out, we've provided better protection. So, for example, if you don't allow someone to have access to the checks but they do the rest of it, you've increased your protection significantly.

What are some ways nonprofit ministries can most effectively use their financial reports to tell their story and engage donors?

They're reporting that information already. Whether in the Form 990, in their financial statements or in their annual reports, they're conveying financial information. To tell their story well, they need to beef that up.

The Form 990 includes their programs and program accomplishments. They need to realize that donors and foundations have that information. It may be all they look at. That means ministries need to enhance those disclosures to truly tell their story.

The same thing goes for financial statements. If your financial statements accompany a grant application, they may be the best picture a foundation has of what you do. I also think we're seeing more emphasis on annual reports. ECFA just did a webinar on it, and you're seeing more resources available for improving those.

Financial information is the key to trust, and trust is the key to relationships. CapinCrouse's mission is to work with organizations whose outcomes are measured in lives changed. We see the connection between financial information and lives changed. Financial reports should make that connection for everyone else as well.

What counsel would you offer CEOs about their financial oversight and responsibilities?

If you don't understand something, or it doesn't seem right, probe further. One of the largest reputational risks ministries face relates to money. We need to appreciate the importance of financial oversight. Ministry outcomes are crucial, but if finances aren't seen as a vital component, ministry will suffer. They go hand in hand. Never be satisfied with the status quo. We must always raise the bar.

Learn more at (capincrouse.com)

By Ashley Hurley

Engaging Volunteers

How we're innovating to serve nonprofits

HOUSTON, TEXAS, IS MY HOME CITY. I love living here but it has a shadowy side that breaks my heart. It is one of the biggest hubs in the U.S. for human trafficking. It also has a high rate of homelessness, a large refugee population and food insecurity problems. In 2012, I desperately wanted to help tackle these issues, so I contacted several local nonprofits to see how I could do so. Most told me at length about their programs and gave me a generic list of needs, but none told me how I might be able to best help them using my skills and strengths.

At the time, I was working as a young professional in the oil and gas industry. I managed teams, strategized and implemented plans to achieve tough targets. I realized I wanted to use this expertise to assist the nonprofits. I kept asking questions and discovered that most nonprofits did in fact have critical needs. These were in areas such as strategic planning, communications, project management and data tracking. They assumed they would have to hire to address these gaps but struggled to fund such "administrative" roles. They said these critical needs were going unmet and ultimately they were not having the impact they wanted.

My curiosity got the better of me. I asked around and found that many of my peers shared my desire to help others in a meaningful way. They assumed nonprofits would just ask them to pick up trash or paint playgrounds, so they didn't go looking for opportunities. I could see something was amiss in the sector when there were so many nonprofits with such critical needs , but whose leaders had no idea how to address these needs through volunteers.

In 2014, I founded Serve Houston to connect professionally skilled volunteers with nonprofits that most need their help. In our first operating year, 2015, we saw more than 400 people volunteering a total of 2,000 hours.

During this time I learned a lot about mobilizing young professionals of the millennial generation. I discovered that they:

1. **Dream of meaningful contribution**
   Millennials want to know that their time can make a difference. We had one volunteer who was vice president of marketing for a Fortune 500 company. On a previous volunteer placement this person had been asked to address and mail letters. What a missed opportunity! Once a nonprofit completed our Needs Diagnostic, which helps nonprofits prioritize their most critical capacity needs and how volunteers can help, we were able to place this volunteer where this individual's skills were put to much better use.

2. **Are motivated by branding**
   Millennials will assess an organization by the level of professionalism and creativity it shows visually. We put a lot of effort into the visual identity of Serve Houston. It paid off, by attracting a high caliber of professional volunteers.

3. **Value their time**
   Every volunteer hour must count. We found that gamifying problem-solving exercises to address nonprofit challenges helped achieve this goal. They found creative solutions faster than with traditional methods and had fun doing it.

4. **Desire faith that is lived out**
   Millennials aren't thinking about building the church, but about transforming the world with kingdom characteristics. I met several Christian young professionals who were considering leaving the church because they didn't see the church effectively addressing the needs of the city. We wanted to provide them with an opportunity to work alongside Christian leaders and nonprofits actively living out their faith.

5. **Self-select involvement levels**
   They desire to self-select involvement level based on time constraints. We devised a tool called the Skills Deck that quickly and accurately identifies areas that are a match for volunteers.

6. **Pursue clear outcomes**
   While they love to have fun, millennials seek approaches that actually move the needle on issues.

Understanding these characteristics can help us better engage the hearts, minds and professional skills of volunteers who have much to offer Christian nonprofits.

ASHLEY HURLEY, a former oil and gas executive, is the founder and current board member of Serve Houston (servehouston.org), a nonprofit that seeks to mobilize young professionals to build the capacity of faith-based nonprofits.

Giving Trends

Insights from National Christian Foundation

AN INTERVIEW WITH DAVID WILLS

WHEN IT COMES TO GIVING, there are always two sides to the equation: how organizations are engaging givers, and how people are actually giving. As president of National Christian Foundation (NCF), David Wills has the advantage of seeing both from the ground level. By watching these trends, NCF is able to help connect givers with meaningful giving opportunities, and vice versa. Laura Leonard spoke with Wills about what he's seeing now, and how organizations can adapt to the changing giving climate.

What are some of the key giving trends you're seeing today at NCF?

There are three types of givers: givers who give cash; givers who give cash and publicly-traded assets and givers who give cash, publicly traded assets; and non-liquid assets, from their net worth. There are trends with regards to each one of them that we ought to be paying attention to in the fundraising/development world.

That final group comprises your major donors. That's the group you primarily want to focus on. The vast majority of their wealth is found in their non-liquid assets. Unfortunately, if you ask a ministry, church or nonprofit, "What percentage of your revenue comes from receiving and liquidating, or getting income from, non-liquid assets?" the response is generally, "Zero." That's very unfortunate.

At NCF, this will be our first year to go over a billion dollars in grants going out to ministries and churches. Of the $500 million that has already gone out this year, you can assume that $150–200 million of that has come from the liquidation of non-liquid assets. We have paid very close attention in dealing with major donors in getting in front of them and saying, "Of everything that you own, should you be looking in this bucket?" And inevitably they say, "I didn't even know that I could give that."

How does an organization communicate that kind of request?

Organizations should help givers answer a new question that they're not asking: "What should I give?" Most organizations just assume that a donor is going to give them a check, or a credit card or a recurring debit payment. They need to ask donors, "Of all the things that you own, what should you give?" Demographically, the sweet spot right now is the boomer generation. That's where the wealth is. Boomers built businesses — lots of them. A ministry or a church should find a way to ask them, "Do you own a business? And if you do, if you ever consider selling your business, please talk to us before you do." That's all they need to say. If you sell your business, anywhere from 25 to 40 percent of it will evaporate the moment you sell it. There is a way, in most cases, to give away the portion that you're going to pay in taxes. They'd probably rather have God's work funded by those dollars.

How can ministries help their donors become more well-planned and strategic in their giving?

All givers ask three questions: Why should I be generous? How do I do it? And where should I give? The "why" question is a threshold question; it is a question of the heart. I'm very intentional in encouraging ministries to become increasingly proficient in encouraging people about why they should be generous. Organizations should be helping their givers understand why it's so good to be generous. When ministries do that well, they're not asking it from the donor, they're asking what they can do for them.

Milestones

RESIGNED Stephen Bauman, as president of World Relief. After 12 years with the humanitarian arm of the National Association of Evangelicals, he will become the executive director of Cornerstone Trust, a grant management firm based in Grand Rapids, Mich.

ELECTED Steve Gaines, as president of the Southern Baptist Convention, at the SBC's annual convention. Gaines spent the last 11 years as pastor of Bellevue, the largest church in the Memphis area.

DIED Tim LaHaye, author of more than 60 books, and co-author of the best-selling *Left Behind* series. He was involved with the founding of the Moral Majority. His wife Beverly founded Concerned Women of America. He was 90 years old.

HEADLINES:

Outcomes Conference 2017: Christianity Today to Present NEW Church Leader Summit

At the Outcomes Conference 2017, CLA and Christianity Today are partnering to present a NEW Church Leader Experience. This dynamic NEW three-day experience includes a new Church Leader Summit led by Christianity Today entitled "Leading with Hope in a Post-Christian Culture."

This educational and inspirational full-day ITI seminar for church leaders will offer cutting-edge insight from thought leaders on how to lead churches with excellence as we impact a changing culture for Christ. CLA will also present a special track of workshops for church leaders featuring practical, biblically based leadership insights.

CLA is uniquely equipped to bring together leaders from the church and Christian nonprofit ministries as we together pursue excellence in our shared mission of transforming the world for Christ. CLA's dynamic keynote presenters will offer powerful insight on the "Momentum" of God's work in our world today.

The Outcomes Conference 2017 will be held in Dallas, April 4–6.Learn more and register today at (www.OutcomesConference.org)

SCORECARD

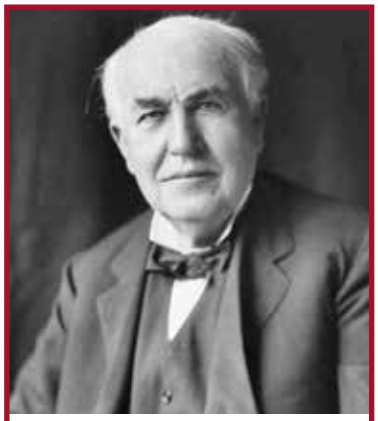
HOW PEOPLE ARE READING THE BIBLE

The Bible is the unchanging Word of God, but the ways that readers can access the Bible continue to grow by the year. "The Bible in America," a six-year study of Bible engagement by practicing Christians in the United States conducted by American Bible Society (ABS) and Barna Group, explored the ways that different generations think about and engage the biblical texts. While younger generations do use technology to read the Bible far more than their older counterparts, print dominance remains consistent across all age groups.

Bible Formats Used by Each Generation
Percentage of Bible readers 18 and older who read the Bible via...

	[Millennials (1984-1998)	Gen X-ers (1965-1983)	Boomers (1946-1964)	Elders (Before 1946)
Print	90	91	93	96
Read aloud	90	89	91	90
Search on mobile device	78	47	33	14
Internet browser	75	53	42	21
Small group study	64	50	49	60
Smartphone app	62	41	30	7
Podcast	39	38	37	34
Audio version	34	37	33	30

For more information on this study, go to bit.ly/BarnaBIbleTrends.



"There's a way to do it better — find it."

THOMAS EDISON

News for today's Christian leaders

Mandated Overtime Pay Takes Effect in December

The U.S. Department of Labor announced in May that churches and other ministries will now be required to pay overtime (1.5 times salary) to all full-time workers making $47,476 or less a year. This new wage threshold nearly doubles the previous limit of $23,660 and will adjust every three years to reflect wage inflation.

"With no specific exemption for nonprofits that employ millions of Americans, the new rules will have a significant impact on the finances and human resources of churches and ministries throughout the United States," according to the Evangelical Council for Financial Accountability (ECFA).

Pastors, however, are expected to be exempt from the new rule. "Past language suggests that the official position of the DOL is that clergy are not subject to the minimum wage and overtime pay requirements of the FLSA no matter how little they earn, and two federal courts have specifically ruled that the FLSA does not apply to ministers due to the so-called 'ministerial exception,'" said Richard Hammar, legal expert for *Church Law & Tax Report*.

Ministries and organizations will have until Dec. 1 to come into compliance with the new law.

California Bill Would Undermine Religious Colleges

By Dr. Stanley Carlson-Thies, Director, Institutional Religious Freedom Alliance (IRFAlliance.org)

SB 1146, with the stated aim of stamping out supposed discrimination in California higher education, is slowly making its way through the state legislature and now has been amended yet again. Even with amended content, it remains no less damaging to religious higher education in the state than when it was adopted by the Senate on May 26, 2016.

This bill would eliminate the independence of religious higher education institutions from the provision in California education law that prohibits institutions receiving any state funding (indirectly, via California state scholarships, or directly) from selectivity on many grounds, including not only sexual orientation but also religion. A narrow exemption would remain for seminaries and other institutions that teach religion. In other words, religious liberal arts colleges would lose their existing independence from this broad nondiscrimination requirement.

As exempt institutions, California religious higher education institutions have been free to maintain policies promoting conservative sexual morality, which typically means having a morally conservative code of conduct that students, faculty and staff agree to observe if they choose the institution. Losing this independence would make these policies and practices suspect and would newly expose the institutions to lawsuits from aggrieved students.

As recently amended, the bill says that, notwithstanding the nondiscrimination provisions, a religious institution may maintain separate male and female housing and restrooms and also separate housing for married students — but only if it construes "male" and "female" to encompass transgender students and interprets "married" to include same-sex couples.

If SB 1146 becomes law, many religious colleges and universities in California, in order to maintain policies and practices they regard as central to their identity, may have to choose to forgo all state support, including the ability to accept students with state scholarships. This means a dramatic downsizing and pricing out many low-income students. Or they may decide they must suppress or abandon policies and practices they have regarded as important. Either way, California higher education will become less diverse, and the California Constitution's guarantee of the "free exercise and enjoyment of religion without discrimination or preference" (Art. 1, Sec. 4) more hollow than expected.

(As of Aug. 1, details subject to change by Outcomes publication date.)

GROWING Leaders FROM WITHIN

STEMMING THE NONPROFIT LEADERSHIP DEVELOPMENT DEFICIT

By Libbie Landles-Cobb, Kirk Kramer and Katie Smith Milway

Despite the many articles and numerous discussions about the need for organizations to develop their human capital, too many nonprofit CEOs and their boards continue to miss the answer to succession planning sitting right under their noses — the home-grown leader. We discussed this blind spot in a Fall 2015 *Stanford Social Innovation Review* article titled, "The Nonprofit Leadership Development Deficit." What follows is a summary of that study.

LEADERS ARE NEVER EASY TO FIND. But the nonprofit sector's lack of focus on internal development presages a growing crisis: Our 2015 study of nonprofits revealed that in the prior two years, one in four C-suite leaders left her position, and nearly as many told us that they planned to do so in the next two years. If these projections turn out to be true, the nonprofit sector will need to replace the equivalent of every C-suite position over the next eight years.

The name we have put to this ominous phenomenon is the "leadership development deficit." Its origin is excessive turnover: The sector's C-suite leaders, frustrated at the lack of opportunities and mentoring, are not staying around long enough to move up. Even CEOs are exiting because their boards aren't supporting them and helping them to grow. This syndrome is coming at a significant financial and productivity cost to organizations, undermining their effectiveness and hampering their ability to address social and economic inequities.

"In the for-profit sector, I saw organizations saying 'a known is better than an unknown' and work to promote from within," said Amy Smith, chief strategy officer and president of Action Networks, at Points of Light. "[Yet] I see nonprofit organizations looking outside first for talent instead of exploring the expertise they already have in house."

We anticipated this problem's effect, though not its origins, a decade ago. In our 2006 study, *The Nonprofit Sector's Leadership Deficit* (tinyurl.com/hb9mv2n), Bridgespan predicted that there would be a huge need for top-notch nonprofit leaders, driven by the

growth of the nonprofit sector and the looming retirement of baby boomers from leadership posts. We tested those predictions in 2015 by surveying 438 nonprofit C-suite executives, interviewing dozens of senior and emerging leaders and analyzing 20 related outside studies. We found we had been pretty much on the mark — the need for C-suite leaders grew dramatically. But we also found, happily, that supply grew with it.

Crisis averted? Unfortunately not, because those jobs keep coming open.

Our research finds that demand for effective nonprofit leaders is as high as ever. Survey respondents had to fill 43 percent of C-suite roles in the past two years. Some of this was due to growth — 13 percent of these positions were new in the past two years. Much of it, however, was because senior staff left the organization.

Ultimately, an organization that fails to develop its people will find it more difficult to achieve its goals.

Why the recurring exodus? Surprisingly, little is due to the expected wave of retirement: only 6 percent of leaders actually retired in the past two years. Instead, the major cause is churn: 12 percent of all nonprofit leaders left their jobs to go to other organizations, and another 7 percent were asked to leave. Meanwhile, the largest source of replacement talent came from other nonprofits, exacerbating a turnover treadmill that exacts a stiff price.

THE COSTS OF TURNOVER

For-profit research by Jean Martin appearing in the *Harvard Business Review* suggests that it takes an external hire twice as long to become productive as for someone hired from within; that the true costs of onboarding an external hire are as much as twice the departing executive's salary; and that as many as 40 percent of externally hired executives fail within the first 18 months.

Not surprisingly, most survey respondents (57 percent) attributed their retention challenges at least partially to compensation, an issue that can feel daunting to many nonprofits. Lack of development and growth opportunities ranked next as a reason leaders leave, cited by 50 percent of respondents.

These data highlight another cost for the nonprofit sector. Ultimately, an organization that fails to develop its people will find it more difficult to achieve its goals. This is something many for-profit organizations understand well. Indeed, corporate CEOs dedicate 30 to 50 percent of their time on cultivating talent within their organizations, according to findings of *The Economist* Intelligence Unit.

When we asked respondents what was missing in their development, two themes emerged:

1. **The lack of learning and growth.** We repeatedly heard that leaders feel compelled to leave their organizations to move to the next level. The data that we cited at the outset — only 30 percent of senior roles in the sector were filled by internal promotion in the past two years — confirmed this. Aside from getting promoted, many people that we interviewed wanted to expand their skills. "I haven't even had the right experiences to move to the next level if I wanted to," said a C-suite executive at a Jewish federation. "I need to learn to manage people and to build my external networks."

2. **The second reason leaders left their organizations was a lack of mentorship and support.** Other respondents told us they lacked an internal champion to support their career growth and inquire as to their job satisfaction. We heard this from all stages of the leadership pipeline, including CEOs, who said that their board failed to mentor them or, worse, made life more difficult by micromanaging.

Too few organizations systematically develop and support promising leaders. In our survey, more than half of respondents ranked their organizations lower than six out of 10 on their ability to develop their staff. When asked why, respondents said that their organizations lacked the talent management processes required to develop staff, and that they had not made staff development a high priority.

REVERSING THE TREND

The solution to cultivating homegrown talent begins with the skill and will of senior leaders, boards and funders to build processes for leadership development. How?

To understand leadership development, it's useful to explore exactly how adults learn. Studies by Morgan McCall of the USC Marshall School of Business at the University of Southern California find the most indelible lessons stem from a combination of learning through doing, learning through hearing or being coached, and learning through formal training. The Center for Creative Leadership has helped corporations get this combination right, championing an approach called the 70/20/10 Model for Learning and Development. It asserts that adults learn approximately 70 percent through on-the-job stretch opportunities, 20 percent through coaching and mentoring, and 10 percent through training programs to grow discreet skills.

The majority of this learning takes place within the organization — through the practices and behaviors of its leaders. It doesn't require a raft of expensive external trainings or programs, although it does require time and dedication to building a talent development system. One way to think about 70/20/10 is as a do-it-yourself template for leadership development.

Allowing people to stretch and grow isn't just about getting promoted. It's also about building new skills and experiences. "We have an association conference every year," said Chuck Wingate, executive director of Bethesda Mission, Harrisburg, Pa. "I send a younger person to represent our organization [in order] to send the message that we are committed to that person's future at our organization. They are almost always the youngest person at that conference — why aren't other organizations giving similar opportunities to their staff?"

One of the most common obstacles to effective leadership development cited by interviewees was the size of their organization. Small and typically flatter organizations provide fewer

opportunities for promotions. However, skill development can compensate for lack of upward trajectory. Stretch opportunities abound in smaller organizations where a large number of responsibilities are divided among a small number of people. This can feel like staff members are being thrown in the deep end. But with support and coaching, the deep end can offer exciting challenges that grow skills.

Some leaders fear that their leadership development investments will walk out the door. Recent for-profit research, however, suggests just the opposite. CEB, a provider of corporate best practices research and analysis, found that staff members who feel their organizations are supporting their growth stay longer because they trust that their organizations will continue to invest in them.

CONNECTING TALENT DEVELOPMENT TO ORGANIZATIONAL GOALS

In Bridgespan's 2013 book, *Nonprofit Leadership Development: What's Your "Plan A" for Growing Future Leaders?* (CreateSpace, 2013), which was based on collaborative research with 30 nonprofits committed to leadership development, we identified four elements organizations should have in place to align their strategy for talent to their goals for impact.

1. Managers who are committed and effective talent champions with accountability to mentor and develop others.

2. Identification of development opportunities aligned to organizational goals and individual needs, and differentially allocated to the most promising rising stars.

3. Co-created individual development plans that help staff members identify what skills they need to develop to push the organization toward its goals, what development opportunities they should take advantage of, who their mentors will be and where supplemental formal training will be valuable.

4. Mechanisms to ensure follow-through on development plans, including linkages to performance reviews rooted in strategic objectives.

GETTING STARTED

Growing leaders from within takes focus, resources and action on the part of nonprofit executives, their boards and their funders.

For starters, the CEO and executive team need to define the organization's future leadership requirements and determine development goals for individuals to achieve these. Then they must provide the right doses of stretch assignments, mentoring, formal training and performance assessment to grow their capabilities. Organizations can start small, perhaps focusing on supporting a few emerging leaders, and then build momentum and systematization over time. One resource available to help organizations do this is Bridgespan's *Nonprofit Leadership Development Toolkit* (tinyurl.com/omht6f8).

Executives also should be candid about their need for grants to do talent management well and to have the resources to supplement on-the-job learning and mentorship with high-quality training and support.

Board members should hold themselves accountable for effective succession planning and work to minimize the risk that their entire leadership team could turn over in the next decade. They need to make leadership development a priority, and should work directly with the CEO. "When I was promoted to the executive director role, my board was very conscious and deliberate about my development," said Michelle Freridge, executive director of the Asian Youth Center, San Gabriel, Calif. "The board really worked with me to get the training and support I needed to be successful."

Allowing people to stretch and grow isn't just about getting promoted. It's also about building new skills and experiences.

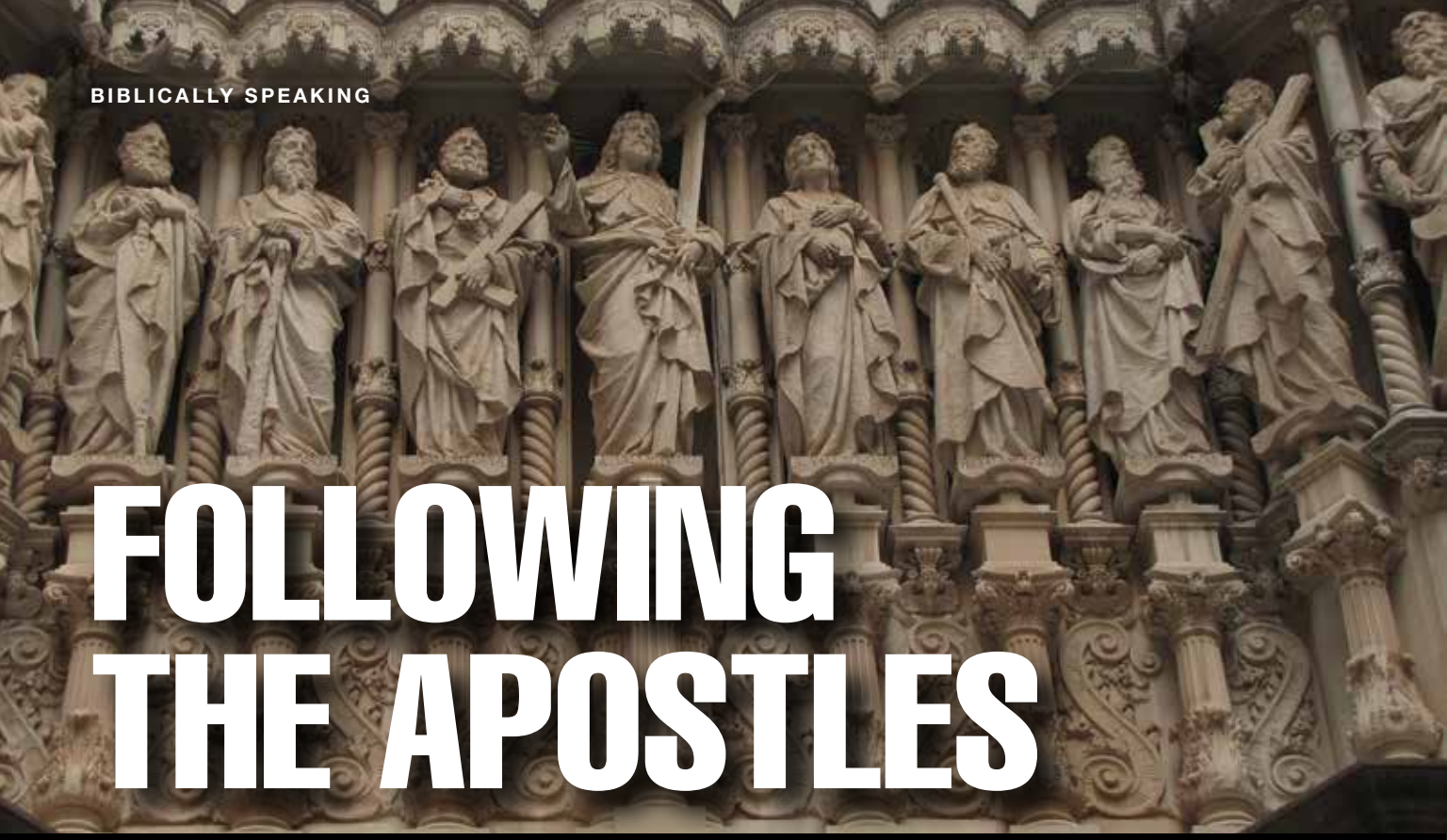
Funders, too, can help. Effective talent development calls for capacity investments in recruiting, training and performance measurement, yet 58 percent of our survey respondents had not received any funding earmarked for talent development in the past two years.

Beyond more funding, investments need to be laser focused on the root causes of turnover, which can vary by the field or context. Such knowledge may steer funders away from supporting traditional approaches, such as fellowships, training and conferences, and toward helping grantees to build their internal leadership development capabilities.

When Bridgespan first projected a rapid rise in demand for nonprofit leaders 10 years ago, we were concerned that the sector might not be able to find enough high quality leaders to meet the growing demand. Those fears went unrealized, but a different deficit, a leadership development deficit, has exacerbated the revolving door for talent and made it harder to address the sector's perennial concern, leadership succession.

Nonprofit leaders, their boards and their funders have a duty to do a better job of developing internal leaders to bridge the leadership development gap. Only then, with the turnover treadmill slowing down, can organizations acquire the long-term experience and expertise that will provide increasingly better outcomes for causes that are among the most important for humanity, justice and the environment. ●

LIBBIE LANDLES-COBB is a manager with The Bridgespan Group in San Francisco and a coach in the firm's leadership development program, "Leading for Impact®." **KIRK KRAMER**, a partner in Boston, heads Bridgespan's Leadership and Organizational Effectiveness practice and co-authored *Nonprofit Leadership Development: What's Your "Plan A" for Growing Future Leaders?* (CreateSpace, 2013). **KATIE SMITH MILWAY** is a partner in Boston and co-author of *Finding Leaders for America's Nonprofits* (Bridgespan.org, 2009). The authors thank research team members Misa Fujimura-Fanselow and Austin Lee for their contributions. A longer, original version of this article was published in *Stanford Social Innovation Review*, Oct. 2015 (tinyurl.com/j7o8p4s). Learn more at (bridgespan.org).



FOLLOWING THE APOSTLES

Five characteristics that marked their leadership

By Dr. Kurt Nelson

WE LIVE IN AN INCREASINGLY SPIRITUALLY DARK and polarized world. Rapid change is a prevailing constant. Persecution is on the rise globally. Many nations are rapidly closing to overt Christian influence. A week rarely passes without news of terrorist attacks driven by religious extremism, or of governments passing legislation making it more difficult for religious workers to obtain visas and conduct ministry. Believers are imprisoned and perishing, yet we are still called to the urgent task of making disciples of all nations.

These words from the Apostle Paul ring more true each day: *"But mark this: There will be terrible times in the last days"* (2 Tim. 3:1). *"In fact everyone who wants to live a godly life in Christ Jesus will be persecuted"* (2 Tim. 3:12).

Our present day resembles the first century, when the church was born. Human history pivoted at the resurrection, suffering erupted among believers and the gospel exploded in places of deep spiritual darkness because of early church leaders like Peter, James, John and Paul, to whom Christ entrusted his mission. Amid today's constantly shifting trends in fulfilling the Great Commission, I believe we as leaders should return to the foundational characteristics of our faith's first Spirit-empowered leaders.

WHAT CHARACTERISTICS UNDERGIRDED THEIR LEADERSHIP IN A WORLD OF CHANGE?

1. **Discernment (Acts 1:21–26)**
   Spiritual discernment is a key to making the best decisions for your ministry. In the Greek, the term, "discern" means "to distinguish, to separate out by diligent search, to examine." To lead with discernment requires intentionality in seeking God and distinguishing his direction for your ministry's next steps.

   Early church leaders were well versed in God's unchanging Word and intentionally discerned his direction for ministry through devoted prayer. For example, when determining whether Joseph or Matthias would replace Judas, *"They prayed, 'Lord, you know everyone's heart. Show us which of these two you have chosen to take over this apostolic ministry…'"* (Acts 1:24–25).

   As the Apostles exemplified, discernment through constant prayer and knowledge of the Scriptures is where all godly leadership begins. Lasting fruit is born from seeking Christ in a deep and intimate personal relationship so he can make known his will and ways for ministry. As leaders we must seek and await the Lord's guidance as we shepherd and guide our ministries to bring his light to a dark world.

2. **Collaboration (Acts 2:42–47)**
   In John 17, Christ prays for the unity of his followers. I believe one way that this prayer is exemplified is through collaboration between like-minded churches, ministries and organizations. In my experience, the more missions forces partner, the greater the potential for effective ministry outcomes. As King Solomon said, *"two are better than one, because they have a good return for their labor: If either of them falls down, one can help the other up. But pity anyone who falls and has no one to help them up … A cord of three strands is not quickly broken"* (Ecc. 4:9–10, 12).

As we look back to the early church and its leaders, collaboration was a characteristic that marked believers. They had a deep sense of unity, focused on taking the message of salvation to their neighbors, to the nations and to the ends of the earth. Their collaboration fueled the mission of God. As a result, *"The Lord added to their number daily those who were being saved"* (Acts 2:47b).

These same eternal results are possible today. Ministries with a shared passion for seeing the lost find salvation through Jesus Christ must collaborate to continue igniting gospel movements around the world.

AS WE LOOK BACK TO THE EARLY CHURCH AND ITS LEADERS, COLLABORATION WAS A CHARACTERISTIC THAT MARKED BELIEVERS.

3. **Humility (Phil. 2:3–6; 1 Cor. 3:7–8)**
One of the greatest hindrances is pride, which deters us from much-needed change. The mindset of the ultimate leader — Jesus Christ — was one of unparalleled humility. In some of his most profound acts of humility, Jesus left the comforts of heaven to redeem a broken world, even washing the feet of his first disciples.

The Apostle Paul exemplified Christ-like humility. As a trailblazer in missions, he brought the gospel to the unreached world of his day and penned much of the New Testament. Despite his stellar religious resume, Paul identified himself as *"less than the least of all the Lord's people,"* who by grace was given the ministry of taking the good news of Jesus to the Gentile world (Eph. 3:8). Rather than boasting in his work, Paul boasted in his weaknesses and recognized and rejoiced in other gospel workers who planted, watered and harvested spiritual fruit. He praised God as the only one who makes things grow.

One way we can model the humility of Jesus and Paul is to acknowledge that our ministries belong to God and yet are far from perfect. We should regularly reflect on what is and isn't working, and humbly ask tough questions and respond honestly when our efforts are not bearing fruit.

Regardless of what we uncover as we evaluate our ministry's strengths and weaknesses, it's crucial to remember that the eternal fruit of the ministries we serve doesn't depend on us. God is solely responsible for reaping a harvest for his glory.

4. **Adaptability (1 Cor. 9:19–23)**
As the world changes rapidly, leaders must be willing to constantly adapt ministry practices. Although we've historically structured ministry a certain way, it will not always continue to work today and in the future. The gospel we share *never* changes, but the ways in which we initiate spiritual conversations and access hard-to-reach places require constantly adaptable ministry plans.

Again, the Apostle Paul gives us a prime example of how this practically takes place in missions. He witnessed to Jews and Gentiles from diverse backgrounds, sharing the power of Christ where the gospel was unknown. To do so, he adapted his approach to share the gospel in a way that would be best received by his audience. The cultural context determined his strategy to the point where he could boldly state, *"I have become all things to all people so that by all possible means I might save some. I do all this for the sake of the gospel, that I may share in its blessings"* (1 Cor. 9:22b–23).

The same should be true for us. Rather than asking people to adjust to our ministry methods, we must structure our ministry to meet them on their level. That could mean creating oral ministry among illiterate cultures, addressing the physical and spiritual needs of refugees, using business as missions, learning languages to best contextualize the gospel, using technology to gain access in closed countries and so forth.

5. **Perseverance (2 Tim. 3:1–17)**
Ever since Christ's ascension, obedience to the Great Commission has resulted in persecution. The cost of following Jesus is immeasurable for many of our brothers and sisters around the world who have been disowned, imprisoned or murdered for proclaiming Christ crucified among the lost. But instead of hindering the spread of this message, the suffering of believers has actually served as a catalyst for gospel movements in some of the spiritually darkest corners of the globe.

As missions leaders, it is likely — even promised, that the people we send out, and the local believers we partner with on the field, will endure hardships and persecution as we inch closer to Christ's glorious return. Regardless of the consequences, our call is to persevere in faithfulness to our mission and to allow the Lord to use our suffering to expand his kingdom.

It can take centuries for great movements of God to break through. When the cost is high and the soil is hard, we must discern God's will, collaborate with others, be humble in our approach, adapt to change and persevere in our trust of God's promise to redeem people from every nation, tribe, people and language for his own glory. ●

DR. KURT NELSON is CEO of East-West Ministries International (eastwest.org), a missions organization that seeks to glorify God by multiplying followers of Jesus and healthy churches in the world's spiritually darkest areas. Under his leadership, East-West works in over 50 countries characterized as unreached or restricted access.

Ministry Communication Trends

Keeping up with rapid technological innovation

By Darrell Law

Jesus was an itinerant teacher from a small town in Galilee whose message about the kingdom of God ignited the hearts of the Jewish people. The authority with which he taught set him apart from other rabbis of his time. His miracles were indelible proof that he was no ordinary man ... but in fact, the Son of God. The Bible tells us in Matthew 9:35, *"Jesus went through all the towns and villages, teaching in their synagogues, proclaiming the good news of the kingdom and healing every disease and sickness." A* simple ministry that changed the world. /// However, if Jesus was on the earth today, there is no doubt that things would be a bit more complicated. He would ensure that his brand messaging was consistent across all platforms, that his itinerary was well planned with appropriate technical support and that his website was user friendly and up to date. He would cultivate healthy relationships with the media and recognize that his ministry could be the focus of a news story at any time. He would be sure of clear communication with his followers through direct mail, email, social media, as well as other media outlets. And he would consistently inspire his followers to fund the entire operation.

The fact is that Jesus *is* on the earth today and working throughout the world through ministry organizations like yours. While the previous paragraph may be a bit frivolous — it is not far from what most ministries know to be their daily reality. We live in a world where effectively sharing the gospel isn't simple. Today an increasingly complex series of interrelated communication disciplines is required to maintain a successful and growing ministry organization.

As a leader, much of your thinking likely revolves around two fundamental concepts: delivering effective ministry programs and funding the work God has called you to do. However, beneath these two fundamental concepts is an interactive network of technical and practical tools that are needed to facilitate clear communication. In our increasingly complex culture, if you do not keep up with technology, you reduce both ministry effectiveness and potential funding.

Direct mail has been the foundation of funding for most ministry organizations. It isn't going anywhere soon. However, shifts have begun. There are a number of very important emerging trends that will impact the effectiveness of your ministry and the success of your fundraising program. Understanding donor acquisition, conversion and communication is more critical than ever.

SOCIAL MEDIA ACQUISITION

One area displaying significant opportunity is the use of social media as a new name acquisition channel. Social media's strength in the area of fundraising has always been somewhat limited, but when it comes to connecting with new potential donors, it can be a top performer. In fact, social media acquisition can be the most cost effective of all traditional and digital acquisition strategies.

Facebook, for example, provides excellent tools for reaching niche audiences. However, using Facebook for direct appeals is often met with resistance. People tend to go to social media for recreation, conversation and entertainment. It is considered a safe place, so appeals for donations are typically not welcomed. However, that does not mean that information about your ministry or cause is not appreciated.

Think of social media as an entry point, a place where new contacts can be made and new conversations started. This usually happens via an engagement tool or offer — perhaps an invitation to sign a petition or get a free download. A relationship is started by capturing the individual email address as they respond.

The relationship should subsequently be cultivated through an email onboarding process. The first 90 days of relationship are the most critical. These new prospects need to get to know you. While their interest level is still high, they need to understand your organization and its mission, vision and heart. An email conversion series can give them an opportunity to get to know you and engage with your organization at safe levels before committing to an ongoing donor relationship.

G-STOCKSTUDIO/ISTOCK/THINKSTOCK

INFINITY CONCEPTS

COMPANY NAME: Infinity Concepts

LOCATION: Export, PA (Pittsburgh Metro)

PRINCIPALS:

- President/CEO: Mark Dreistadt
- VP/CMO: Darrell Law
- VP/COO: Jason Dreistadt

MISSION: Infinity Concepts helps organizations effectively communicate with the Christian community. Capabilities include branding, fundraising, public relations, advertising, traditional media, digital media and social media.

CLIENTS: Cancer Treatment Centers of America; International Christian Embassy Jerusalem; Larry Huch Ministries; Metro World Child; TCT Network; Cornerstone Television Network; Magdala, Israel; Old Akko, Israel; Touchpoint Global, Inc.; and more….

WEBSITE URL: InfinityConcepts.net

During the first 90 days, it is important to provide opportunities for new users to get involved, take action and engage your ministry. Appeals during this period should be carefully crafted and timed. Some people will give in the early stages of a conversion series, but focus on building the relationships, not the dollars. Offer free resources, downloads, literature or whatever your organization has to deepen the connection and get users to think about you outside of the email.

Think of social media as an entry point, a place where new contacts can be made and new conversations started.

When it comes time for a strong ask, be sure trust has been established. People should know you are trustworthy and that their contribution will really make a difference. Try to predict and address their major concerns. Remove barriers and communicate genuinely. If you communicate with authenticity and build relationship through digital channels, then you have overcome the biggest hurdles to maximizing the potential of social media acquisition.

EMAIL COMMUNICATION

Some of the most significant fundraising trends we see today are in the area of email marketing. This affects every organization that raises funds, sells products or seeks to stir people to action.

Until recently, email was a fairly one-dimensional channel, but with technological and strategic innovations, it has become far more versatile. The potential for using email as an enhanced donor communication channel is increasing.

According to a recent study conducted with over 100 U.S. nonprofits (*Benchmarks Study* conducted by M+R and NTEN, available at (mrbenchmarks.com), email revenue increased by 25 percent in 2015, which is ahead of the curve for overall online revenue growth (19 percent).

According to the national averages across all nonprofit sectors, $44 were raised from every 1,000 emails sent. At a glance that may not sound significant, but if you have a substantial email list and you send regular emails, the revenue figures quickly become significant. And if you consider that the top performing 25 percent of nonprofits sent 50 donor emails in 2015, almost half of them appeals, you will see that the potential is very significant.

Please note that slightly over half of the emails are not appeals. Relationship is paramount when it comes to donor communications. Building, reinforcing and expanding relationships is the ultimate goal. If donors begin to feel like the relationship is purely transactional, then they will disengage.

Even the most successful organizations sending the highest number of email appeals offset those appeals with informative emails that have no strong ask. They have established a relationship with their donors and a communications mix that resonates. With email it can be easy to just send more appeals rather than to create non-appeal focused messages to inform and deepen relationships. But this important mix cannot be overlooked. Always keep in mind what motivated someone to respond to your cause, what makes them feel a sense of fulfillment by partnering with you and what they want to see as a result of their giving.

PUBLIC RELATIONS

Many fundraisers fail to understand the importance of a solid public relations strategy and how it can impact a fundraising campaign. In addition to raising general awareness of your ministry organization, public relations provides another avenue of reaching your supporters, your donors and those who have not yet discovered you. A public relations program will help because:

- **You become storytellers.** If a donor who has a special reason for supporting your organization or if a beneficiary of your ministry has a changed-life testimonial, public relations can help you effectively tell your story to a broad audience.

- **Potential donors seek you out.** When the word gets out about the great work of your organization and an emotional attachment is established, people feel led to get involved.

- **Third-party validation makes you more credible.** When you receive press coverage about your organization, it legitimizes who you are and the work you are doing. This third-party validation from the media gives confidence to potential donors and engages those unfamiliar with your organization.

- **Special events bring ownership to your supporters.** When you host special events for select donors, it makes them feel as though they are truly a part of your team. When they have a peek behind the curtain, they feel valued by your organization.

- **You develop synergy with your acquisition efforts.** Think of the potential benefits of public relations to supplement a social media acquisition campaign. The more potential donors are familiar with your organization, the more likely they will be to sign up for a free download or more information. Use public relations to help people to know your name and establish trust.

These are just a few of the many emerging trends impacting ministry communication. By staying on top of cultural trends and by using technology to build deeper relationships with your donors, you can maximize the impact of your marketing-communication strategy. While culture and communication channels have become more complex, the message is as simple and straightforward as ever. By effectively using the tools available, you can reach more people with the life-changing gospel of Jesus Christ.

DARRELL LAW is the vice president of client services and chief marketing officer for Infinity Concepts (infinityconcepts.net)

JULY – DECEMBER, 2016

2016 CLA Webcasts

Transform your ministry's effectiveness through CLA's one-hour monthly leadership webcasts!

The CLA 2016 webcast "Encore Series" features some of the most highly-rated presenters from the 2015 CLA Outcomes Conference. These leadership experts will offer insights that help to prepare you and your ministry team for success.

CLA Salutes and thanks National Christian Foundation (NCF), its 2016 "Encore Series" webcast sponsor.

CLA Encore Webcasts Sponsor

National Christian FOUNDATION®

Thanks to our sponsor, NCF, the live CLA 2016 "Encore Series" webcasts are **FREE** for all attendees. **CLA MEMBERS** receive an added benefit, exclusive **FREE** access to all CLA webcasts "on demand." That allows CLA members to use these webcasts as a part of staff training at any time.

- Top Rated Christian Leadership Presenters
- 24/7 "On Demand" Access for CLA Members
- Free "Live" Webcasts for all attendees

CHRISTIAN LEADERSHIP ALLIANCE

2016 CLA "Encore Series" Webcasts (July – December)

July 21 — Financial Management
Urgent Financial Management Issues for Christian Leaders
Presenter: **Dan Busby,** President, ECFA

August 25 — Executive Leadership
Transform Your Organization
Presenter: **Dr. Larry Johnston,** President, McConkey/Johnston International

September 29 — Resource Development
Capital Campaigns: Keys to Success
Presenter: **Pat McLaughlin,** President & Founder, The Timothy Group

October 27 — People Management and Care
Making Conflict at Work Productive!
Presenter: **Nancy Reece,** Senior Consultant/Executive Coach, The Human Capital Group

November 17 — Executive Leadership
The Heart of a Leader
Presenter: **Phyllis Hendry,** President & CEO, Lead Like Jesus

December 15 — Executive Leadership / People Management and Care
Jesus' Team of Twelve: Keys to Leading Teams Well
Presenter: **Mark Siegrist,** Director of Education, Denver Rescue Mission

Register to attend at
www.ChristianLeadershipAlliance.org/Webcasts

The secret to successful organizational change

By Jon Lokhorst

IS STRATEGIC PLANNING DEAD? Not likely. But traditional strategic planning alone is insufficient in today's rapidly changing, global environment. Instead, strategic thinking is essential to navigate and drive organizational change.

Strategic planning usually ends with a static report in a three-ring binder on a bookshelf. Strategic thinking is continuous, nimble and dynamic.

Strategic planning is often rigid. Strategic thinking is agile and flexible.

Strategic planning easily becomes a destination. Strategic thinking is more akin to a journey.

Strategic planning is typically a scheduled event. Strategic thinking is an ongoing process.

Consider the impact of technology for organizations with communication needs across the globe. Not long ago, video conferencing required a substantial investment in hardware and telephone resources. More recently, Skype and FaceTime enabled users to communicate via video chat at little or no cost. Now, communication platforms such as Google Hangouts, Periscope and Blab emerge with amazing regularity and quickly attract millions of users. Technological changes like these represent just one of the many types of changes that leaders face today.

In most organizations, the strategic planning process is an annual exercise at best. It ensures that leaders pause at some point to take stock in their organizations, look out over the horizon, assess the external environment and establish their team's priorities and goals. It's a valuable process. However, it doesn't typically happen frequently or fast enough to address the challenges and complexities of the present-day ministry world. That's why leaders with strategic thinking skills have the edge in navigating organizational change.

UNDERSTANDING STRATEGIC THINKING

Whether you lead in a mature organization or an entrepreneurial start-up, developing strategic thinking skills is essential to ensure that your organization remains vibrant and relevant. In *Leading with Strategic Thinking: Four Ways Effective Leaders Gain Insight, Drive Change, and Get Results* (John Wiley & Sons, 2015), authors Aaron K. Olson and B. Keith Simerson write that strategic thinking is found at the intersection of three fields of study: cognitive psychology, systems thinking and game theory. Olson and Simerson suggest that strategic thinking is comprised of three activities: assessing situations, recognizing patterns and making decisions.

Nehemiah stands out as a biblical example of strategic thinking in leading the effort to rebuild the walls of Jerusalem. After being in the city three days, Nehemiah goes out during the night to examine the walls and gates, which are broken down and burned. Once the rebuilding process is underway, Nehemiah continues to assess the situation, noticing patterns of fatigue and discouragement among the workers as they face opposition. He calmly responds with a decision to place half the workers in

positions of building, with the other half equipped holding weapons to protect them. Under Nehemiah's strategic leadership, *"the people worked with all their heart"* (Neh. 4:6) and remarkably, rebuilt the walls in just 52 days.

STRATEGIC THINKING MEETS ORGANIZATIONAL CHANGE

Strategic thinking is critical as leaders guide their organizations through a constant sea of change. Here are several ways for leaders to develop and apply their critical thinking skills.

1. **Reconnect with the vision.** A compelling vision provides direction and informs the strategic thinking process. Effective leaders keep the vision front and center as they guide their people through organizational change. The vision is a steadying force through the vast majority of change efforts, which are evolutionary in nature. However, at times of revolutionary change, even the vision may be questioned.

2. **Scan the horizon.** Strategic thinking forces leaders to examine what stands between the current situation and achieving the vision, both in terms of threats and opportunities. Consider emerging changes in the external environment: regulatory issues, business climate, competitive landscape, technological advances and cultural issues. Leaders who calibrate their organizations with the pace of change of their external environment position them to thrive in the midst of still more change to come.

3. **Challenge assumptions.** In a sea of change, status quo is the antithesis of strategic thinking. Here, leaders must have courage to lead organizations in a vigorous evaluation of their business model, ministry programs, organizational and staff structure, customer or constituent base and assumptions about future growth. Asking hard questions leads to discovery of faulty assumptions that could lead the organization down the wrong path.

4. **Review systems and processes.** Organizations can no longer afford to be locked into outdated or inefficient systems and processes. Leaders must evaluate whether the right systems and processes are in place to accomplish their goals and objectives. In doing so, attention must be given to systems and processes that are dependent on a certain person, or people, within the organization. Technological resources likely offer suitable alternatives that are more transferable among staff, an important consideration, given the changing workforce.

5. **Execute change.** Without action, strategic thinking leaves the leader with nothing more than a collection of good ideas, similar to many well-intentioned strategic plans that gather dust on an executive's bookshelf. To combat this inertia, successful leaders lean into a preferred style to ensure that strategy formed is strategy executed. Olson and Simerson assert that leaders choose between a directive style that is predominately top-down and unidirectional, and a participative style that involves others in a multidirectional process. Either way, they emphasize, strategic leaders create tremendous value and impact when they excel at both strategy formation and execution.

SPIRITUALLY INFORMED STRATEGIC THINKING

Like Nehemiah, Joseph's strategic thinking was informed by divine insight. Pharaoh calls Joseph to interpret a troubling dream, for which God provides the meaning. Egypt is about to experience seven years of great abundance, followed by seven years of famine so severe that the season of abundance will be long forgotten. Joseph suggests that Pharaoh *"look for a discerning and wise man and put him in charge of the land of Egypt"* (Gen. 41:33). Pharaoh looks no further than Joseph himself to fill this critical leadership role.

During seven years of plentiful crop production, Joseph demonstrates strategic thinking by viewing the abundance in light of Pharaoh's dream. Rather than allowing the bumper crop to be fully consumed, Joseph collects and stores quantities of grain so large it cannot be counted. Once the crisis of famine arrives (talk about change!), Joseph opens the storehouses, selling grain to the Egyptians as well as to neighboring countries. In the end, Joseph's actions save entire nations from starvation, create incomparable wealth for Pharaoh and lead to reconciliation between Joseph and his father and brothers. And Joseph attributes his success to the Lord's purpose and direction (Gen. 45:5–8).

WHERE TO START?

Becoming an effective strategic thinker requires a shift from operating in a reactive mode to a proactive one. This is virtually impossible for ministry leaders who continually get caught up in the fray of their daily, tactical duties. To overcome this, consider the disciplined approach of LinkedIn CEO, Jeff Weiner. After finding that his schedule was quickly filling with back-to-back meetings, Weiner discovered what he calls "the importance of scheduling nothing." He blocks out 90 to 120 minutes on his calendar each day for high-level activities such as strategic thinking. At times, he invites other senior leaders to join him as a means of coaching and collaboration. Protecting this uninterrupted time enables Weiner to think about the big picture, process information, look into the future, consider the changing environment and develop strategies to thrive in the global marketplace.

Do it now: Schedule blocks of strategic thinking time on your calendar. Treat these blocks among your highest priorities. Prayerfully seek wisdom to think and lead strategically. The long-term viability of your organization is at stake. ●

JON LOKHORST is a strategic business adviser and executive coach with Lokhorst Consulting, LLC. He previously served as development director at Covenant Harbor (Lake Geneva, Wis.), and has over 30 years of business and ministry leadership experience. He has a passion for developing next generation leaders. Contact him at jon@lokhorstconsulting.com.

THE AGILE NONPROFIT

What innovative organizations do differently

By Jim Finwick

In the 1980s the popularity of the VCR gave birth to renting movies to watch at home. At first, this industry was served by corner mom-and-pop stores. But this patchwork quilt of video rental stores lacked cohesion, consistency and choice. Enter Blockbuster — the video rental behemoth that dominated the market for more than a decade. Low prices, convenient store access and unmatched selection ended the era of the local video store.

Then, along came Netflix. Taking a different approach than Blockbuster, Netflix abolished unpopular features like "late fees" by peddling unlimited monthly DVD rentals by mail. And as broadband grew more popular, they added digital movie streaming. Suddenly you could choose the movies you wanted to watch and start viewing them immediately without ever leaving the couch. Initially, Blockbuster remained unfazed by the new kid. Since a substantial amount of Blockbuster's revenue was generated by late fees, shifting their business model would have meant a significant reduction in profit — one that might have brought the wrath of Wall Street upon its executives. They chose to stay the course because they were bigger, more profitable and more well known. They forecasted that the established model would weather the storm.

PURESTOCK/THINKSTOCK

Unfortunately, the tempest was overwhelming. Netflix helped sink Blockbuster. Now, the only time people talk about Blockbuster is to make a point about the consequences of moving too slowly in the face of disruptive innovation.

Looking back, it's easy to see how Blockbuster missed the pivot to the age of convenience, self-service and digital streaming. It is understandable why they refused to take the risks required to disrupt a market they had worked so hard to create. It would have required a shift away from the business strategy that made them so successful. Established organizations often lack the agility to adapt quickly to changing circumstances. If Blockbuster had delivered the "DVD-by-mail" or "streaming movie" model, those upstarts wouldn't have had a chance.

Unfortunately, Blockbuster was trying to protect a multi-million dollar revenue stream, and it was just too big a leap to change that model so drastically. They chose the riskier business strategy of incremental improvement. This is often championed as the wiser option because it appears to preserve market share and profits. But in a world ripe for disruption, incrementalism is more like a fatal illness — and the more it spreads throughout the organization, the worse your prognosis becomes.

Nonprofits often struggle with innovation for the same reasons. Like Blockbuster, they might be incrementally improving their core offering. But as that thinking infects the organization, they lose perspective and the ability to engage in activities that produce game-changing disruptive shifts.

Nonprofits face additional pressures:

First, many nonprofits are afraid to risk donor dollars on anything that is not considered a "sure thing." They often fail to take judicious risks to move the organization forward. Preferring instead to push further into tried and true methods, they become captivated by doing more of what has worked in the past.

Second, the entire organizational culture is aligned to meet the needs of their current beneficiaries and supporters. Shifting to a new paradigm would alienate those donors who are fully committed to the current mission. And, in fact, many of the organization's own staff are working hard to "protect the mission" to the point that they actively strive to kill any new ideas that, in their minds, undercut the very reason the organization exists.

Finally, the methodology for measuring success is based on the current model. All of the organization's Key Performance Indicators (KPIs), their accounting methods, their language for communicating value to donors — everything — is predicated on doing the same thing over and over again. They are too close to their own problem, too familiar with their past solutions. It is as if the gravitational force of their former success pulls them back into the vortex of doing more of the same, and the word "innovation" becomes code for "do the same thing faster."

"We learned slowly. And what didn't work, you tried harder the next time. You didn't try something different. You just tried it harder, the same thing that didn't work." ~ Wayne Lewis, Beaver County, Okla. (Ken Burns,* The Dust Bowl*)

So, what do innovative nonprofits do differently?

1. **They know what they don't know.** There's an admission that they don't know enough about the problem to stand

Established organizations often lack the agility to adapt quickly to changing circumstances.

at the white board and articulate an elegant solution. Like Blockbuster, many nonprofits simply can't imagine the appeal of a Netflix, and they often dismiss things they can't explain or don't like. The agile process is an iterative one. It is always testing, always learning and always improving. Learning becomes the essential unit of measure for an innovative nonprofit.

2. **They prefer action over planning.** Using what Eric Reis calls the build, measure, learn feedback loop, innovative nonprofits become experiment factories where the output is validated learning. Success is derived by determining what you intend to learn (at the beginning) and then by building the cheapest experiments to answer those questions the fastest. In this way you close the gap between what you think and what you know as quickly and inexpensively as possible.

   It is counterintuitive, but this one aspect of being agile is the core reason why in terms of innovation underfunded nonprofits often have an advantage over larger more established ones. When you have resources, you are tempted to build larger more elaborate ways to answer questions. When you are underfunded, you have no other choice but to find the most direct path to learning.

3. **They are willing to pivot.** Learning produces new insights and new understanding. The agile nonprofit is always willing to adopt the strategy that aligns with what they now know. This is where most established organizations fail at innovation. They project how to execute in the future based on past experience, closing themselves to new thinking, new ways of doing things and new definitions of success.

   Worse, the old model is very intoxicating. "We have grown (and continue to grow) using the old method of plan-do-learn." It is seen as the most responsible way to proceed because it is "well thought out." Unfortunately, this thinking produces a lot of zombie nonprofits — organizations that are stuck in the land of the living dead without enough forward momentum to grow, but with just enough revenue to keep hope alive.

   Changing your strategy for execution requires courage. But it is not a blind leap off a cliff. It is a pivot, a fundamental change to strategy and an educated step in a new direction.

"A pivot is a special kind of structured change designed to test a new fundamental hypothesis about the product, business model, and engine of growth" ~ Eric Ries,* The Lean Startup *(Crown Business, 2011)

4. **They commit to the pivot when it comes.** When the data speaks, they listen then act. They make the pivot with boldness — even if that means short-term losses. Fear of loss often results in the "missing the pivot" phenomenon for which Blockbuster is now famous. The agile nonprofit determines the success of the pivot based on results and is equally prepared to stay the course in the new direction or to pivot again based on new information. In the end they know they cannot move somewhere new if they cannot follow a trail from here to there. Fear of making a mistake is lessened when an organization knows that if they are heading in the wrong direction all they need to do is pivot again.

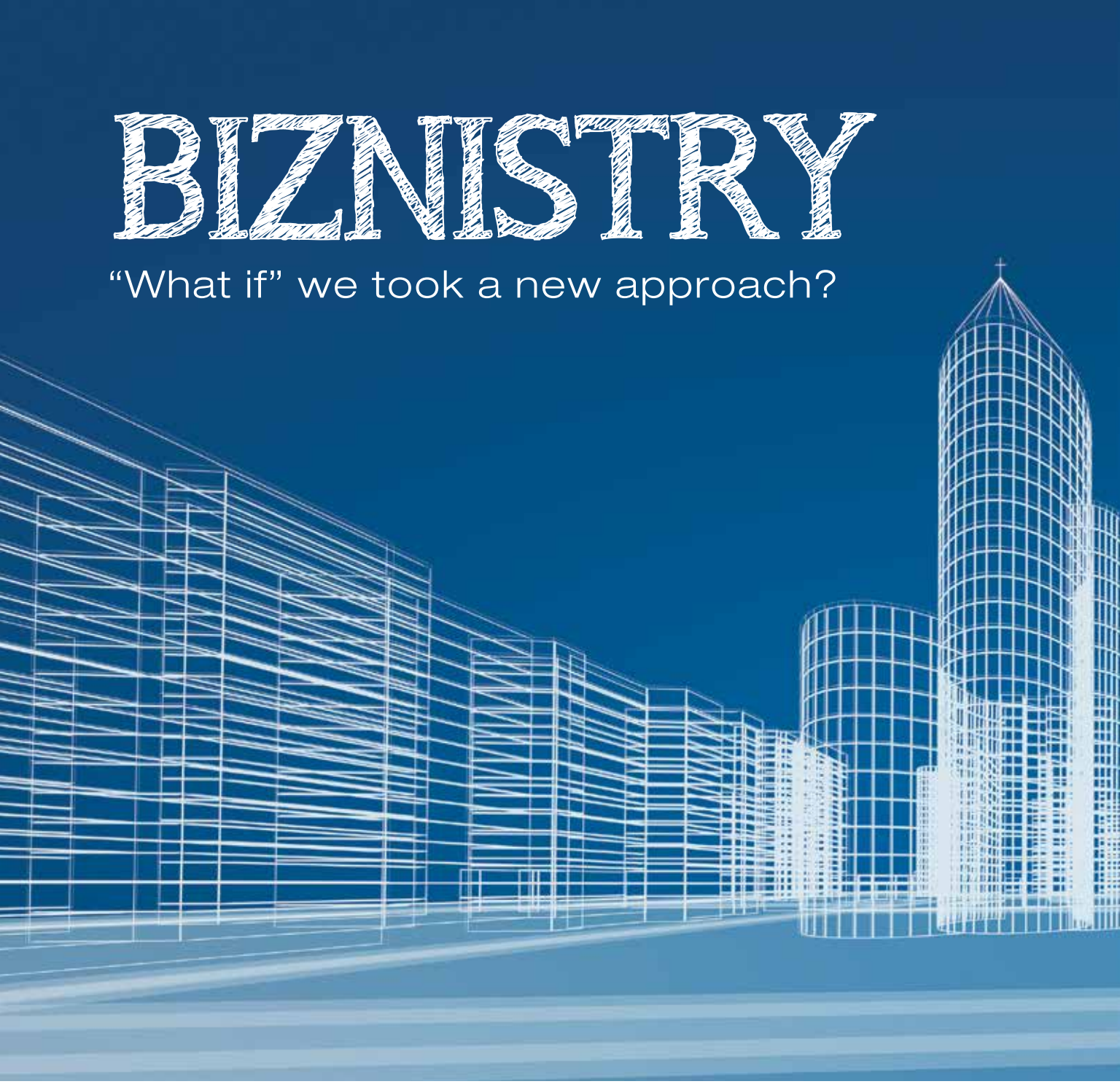
5. **They accept that the only constant is change.** Finally, the agile nonprofit creates an organizational culture that realizes that even when it has found the right strategy and the right mission-model fit, things are about to change again. Creating a responsive organization means constructing a stable engine to run the business but also developing a method to continue to adapt the business strategy to respond to changing market conditions.

This methodology may seem better suited to newer organizations led by young, aggressive leaders. However, any organization can adopt an innovation mindset by creating the right culture. The agile nonprofit must think differently about learning, risk and strategy. While they cling tightly to the mission, they must rigorously question the assumptions behind their strategy. Most importantly, they must be willing to pivot away from their original ideas if the evidence leads them to do so. This approach will generate failed ideas, disproven hypotheses and even (gasp!) some financial loss. The upside is an evergreen ministry producing rapid results that come quicker and more often than the traditional long-lead planning cycles to which most organizations adhere. While those traditional methods appear to be safer, they are actually a much riskier approach in the rapidly shifting environment we live in today. ●

JIM FINWICK is the former vice president of Information Technology at Compassion International and is an active member of CLA's Advisory Counsel. As a lead mentor for the Center for Innovation and Entrepreneurship, Jim has opportunity to help young leaders accelerate the creation of startups. As president of the Camelot Consulting Group, (camelotconsulting.com), Jim provides coaching and consulting services to leaders and organizations at every stage of their development. You can reach Jim at jim.finwick@camelotconsulting.com.

BIZNISTRY

"What if" we took a new approach?



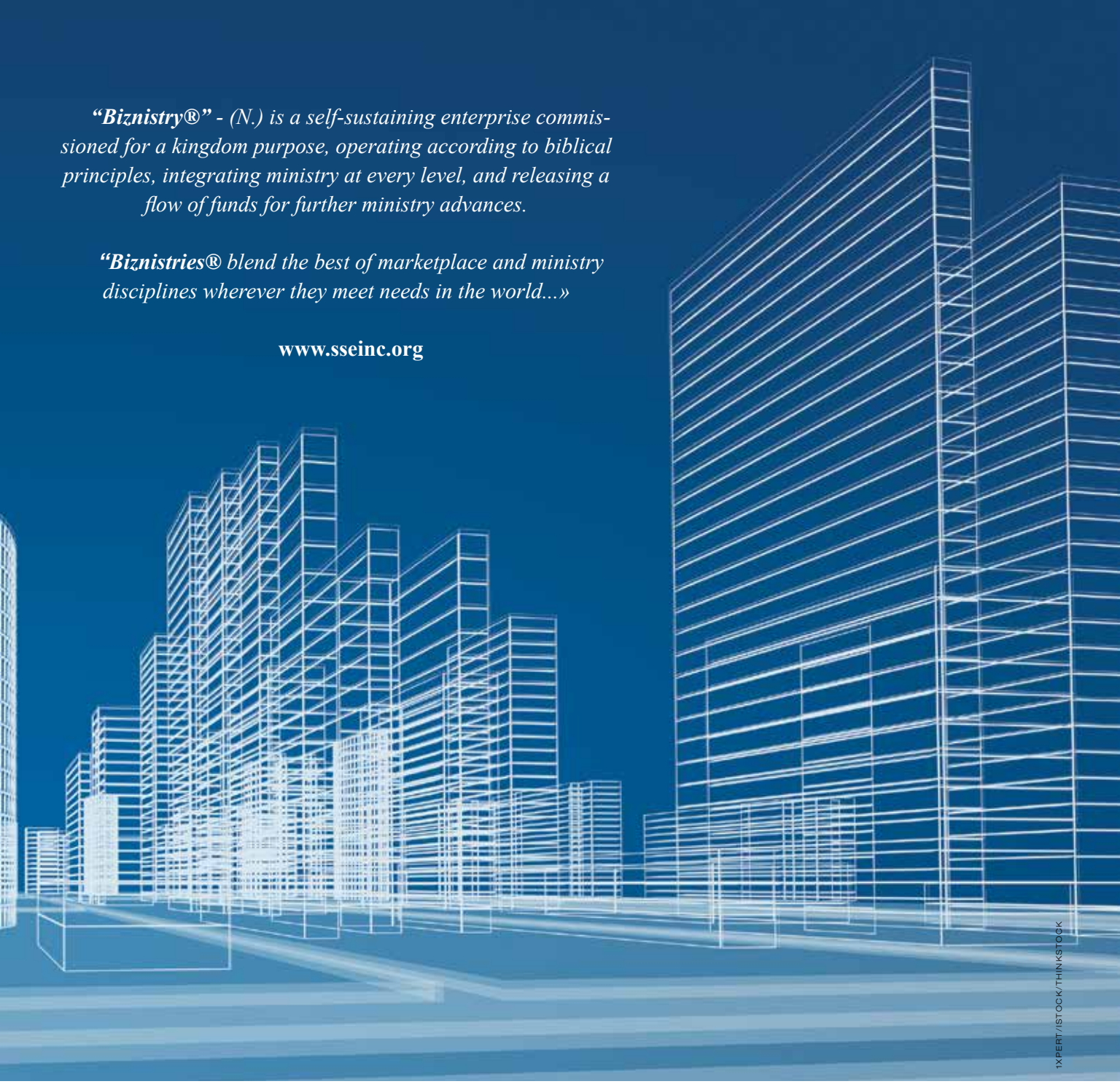
By Jeff Greer and Chuck Proudfit

FOR MOST OF US IN LEADERSHIP, resources never seem to keep pace with vision. Whether you're running a church or a nonprofit organization, donations tend to fall short of needs with frustrating regularity.

Taking initiative to tackle this, we started Self Sustaining Enterprises (SSE) in 2002. The original goal was to help fund orphan care in developing countries through business ventures within country. We felt the quickest way to get the money for our mission was through grants, but we hit a roadblock when the funds for our projects fell short.

Lamenting our situation, we found ourselves complaining to God ... "Lord, you gave us this vision but how we are going to accomplish it without the money." God's answer went something like this, "Stop whining! You have some of the finest business minds in the country right in your church. I never told you to ask for grants. There are billions of dollars out there, go and get it."

Well, that's what we did. Instead of just starting businesses (what we now call biznistries — integrating business and ministry) in developing countries, we started them at home as well. With the help of other dynamic business minds, we launched an "Angel Fund" to help generate capital for startups. We built a center for marketplace ministry called the ORCA Center, where we run an accelerator and an incubator, as well as business seminars and training. We've also created office space



within ORCA for local entrepreneurs with the same heart and passion. Our goal is to use the funds generated by those initiatives to help fund other ministry opportunities.

It was during the early years of seeking insight and skills from our church body that our paths crossed. Both of us, Jeff from the local church and Chuck from the marketplace, were hearing God's call into marketplace ministry. We have become close friends and colleagues through our journey together, with Jeff focused vocationally on Grace Chapel and SSE, and Chuck focused on a consultancy called SKILLSOURCE alongside a marketplace ministry called At Work on Purpose.

We all have goals. For some it's impacting the lives of those in need around the world; for others it might be reaching out to the unchurched in your community. We believe that Christian leaders need to be asking the question, "How can we use the God-given business skills of those within the body of Christ to address the challenges of funding our ministry goals?" Now, we are not claiming to be the first to come up with the idea of creating businesses for funding ministry, or the first to venture into the world of marketplace ministry. There is nothing new under the sun, and the church has used these principles for thousands of years. We are simply using our experiences to create a framework that equips others to develop sustainable solutions for their ministry needs.

One of the things we've learned is that without significant marketplace skills it's difficult for a nonprofit to run too many

"brick-and-mortar" businesses. Through SSE we still oversee businesses, but they are mostly technology and serviced-based. We've also found it effective to invest in accelerating the work of talented entrepreneurs.

We prioritize collaboration with like-minded organizations and individuals for greater kingdom impact. Right now we partner with At Work On Purpose, Back2Back Ministries, local churches, Acton Institute, as well as individual entrepreneurs, business people, scientists and inventors.

When you start down this path you will find gifted "Half Timers" ready to take on the role of marketplace minister in your organization. Many of these mid-life professionals have saved what is necessary for their future and are not motivated by money. Their inspiration comes from a challenge, and helping the defenseless and lost people in our world can provide that spark!

Pete is one of those people. He retired early from Procter & Gamble to become the director of SSE. He would say he often works harder now than before he retired. Ibrahim, a chemist and inventor originally from Nigeria, has also joined the team and is making an impact through his innovative technology.

Millennials are another group with a passion to make a difference. It's hard to pick up a magazine and not see an article on "social entrepreneurship." Our churches are filled with millennials looking for an opportunity to impact the world. Marketplace ministry is also a natural avenue to connect with people otherwise "disengaged" in the church. We have heard story after story of people coming alive spiritually who were once only marginally engaged in the body of Christ.

There are former CFOs, CEOs, attorneys, marketing directors, scientists and salespeople ready to invest their lives in a Spirit-driven cause, and best of all, many are willing to work for free if they believe in your vision.

Ephesians 3:20 says, *"Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us."*

So take a moment and dream. Ask the question, "What if"?

- **What if** you were no longer limited by traditional funding methods?
- **What if** a church of 500 could have the same impact as a church of 5,000?
- **What if** we could build economic zones in developing countries to better serve the "least of these"?
- **What if** entrepreneurs and business people saw the church as a first stop in finding solutions to their marketplace challenges?
- **What if** you could blend local church and nonprofit leadership with marketplace leaders to further the cause of Christ?
- **What if** we could eliminate the mindset that "nonprofits are needy, and businesses are greedy"?
- And, **what if** we could revolutionize our idea of giving and serving, and begin to dream without limitations. Instead of just giving a person a fish or even teaching them how to fish, what if they owned the pond!

Everything we've talked about is difficult and unorthodox, but so are most of the stories we read in the Bible. We serve an unorthodox God! If you take this step of faith, you will face cultural biases, traditional barriers and the unbiblical concept of secular versus sacred standing in your way. But a movement has started that will not be stopped, and innovative Christian leaders are tired of Plato's secular/sacred paradigm limiting the ability of their organizations to move forward in fulfilling vision.

In a biblical worldview, things are either sacred or sinful. God created everything, Satan created nothing, and dynamic leaders are tired of God being left with just a few hours of our time on Sunday, surrendering the rest to the enemy. We must ask ourselves, why do we surrender territory to the enemy that doesn't belong to him?

When believers are introduced to this truth, they are inspired to use their business skills to further the kingdom of God. One person said to us, "I feel born again ... again!"

When you implement sacred business principles into ministry, you'll begin to see incredible outcomes.

We saw dynamic results when we helped apply this approach, leveraging the parable of the talents for a small business in Nigeria. A widow named Julie owned a successful plant business on a tiny piece of land. We saw her business skill and gave her 6 acres, a borehole water well, 250 fruit and nut trees, 1,500 trees for wood and fuel, and plenty of land for her other business activities.

The results have been astounding! She is building relationships with restaurants and hotels that buy her produce, putting her children through university, hiring other widows who can now provide for their children, and inspiring the next generation of entrepreneurs. This is what it means to give people a hand up and not a hand out. This is directly investing in the lives of orphans and widows as we are called to do in James 1:27. This is Biznistry!

People often tell us that you can't mix business with ministry. But, our response is, "Why not? Is business sinful?" Most Christian leaders are working with one hand tied behind their back and don't even realize it. It's time for us to take back what belongs to God and spark a revival within the nonprofit community! ●

JEFF GREER is senior pastor of Grace Chapel in Mason, Ohio, a church he planted with his wife, Debbie, in 2000. Jeff is also the co-founder of Back2Back Ministries, a global orphan care ministry (back2back.org) and Self-Sustaining Enterprises (sseinc.org). **CHUCK PROUDFIT** is founder of At Work on Purpose (atworkonpurpose.org), the largest citywide marketplace ministry in the country. Chuck is also founder and president of SKILLSOURCE (skillsource.com), a business building consultancy delivering sustainable growth to corporate clients through applied biblical principles. Jeff and Chuck are co-authors of *Biznistry: Transforming Lives Through Enterprise* (P5 Publications, 2014).

THE LONG-DISTANCE LEADER

A key for flourishing 21st century ministries

By Matthew Branaugh

THE WALLS IN MY BASEMENT HOME OFFICE felt like they were closing in on me.

It was June 1, 2010. I sat at a card table with only my laptop, a phone, a lamp and boxes stacked around me. The Memorial Day weekend had just ended, and with it, a whirlwind relocation of my family back to Denver after living three years near Carol Stream, Ill., where my employer Christianity Today is based. We couldn't sell our house in Denver, and when the renters bailed, Christianity Today graciously offered me the chance to move back and telecommute.

I was thrilled about the chance to live in a place I love, doing work I love as an editor and team leader. But there I sat, claustrophobically, that Tuesday morning thinking: "How in the world am I going to lead a team this far away?"

Looking back nearly seven years later, it has worked — and I know it can for other leaders. Now more than ever, it must. The increasingly mobile workplace, along with increased expectations about flexible work situations, means long-distance leadership arrangements must succeed for ministries to flourish in the 21st century. This requires outstanding relational commitments to organizations, teams and leaders. It requires thinking that transcends time, place and technology.

A CONTINUING TREND

Telecommuting isn't new. Writing on the subject dates back several decades. With each new advance in technological communication has come renewed — and expanded — attention to the topic. The availability of long-distance telephone services in the 1970s and early 1980s teamed with the widespread adoption of the fax machine and the emergence of video conferencing (clumsy as it was) in the 1980s and 1990s. Then, of course, came the mid-1990s and the introduction of email and the Internet to mainstream American culture.

Continued advances in broadband connectivity, Internet video, collaborative social networking and mobile devices have only accelerated the attention, making telecommuting and remote-work arrangements all the rage. It's hard these days not to find coverage of the subject. *Harvard Business Review*, *Inc.*, and other outlets regularly publish "how-to" articles and tips.

The statistics supporting the trend are notable, too. Sources like the United States Census American Community Survey estimate that about 3 percent of the workforce telecommutes. A March 2014 *New York Times* article, "It's Unclearly Defined, But Telecommuting is Fast on the Rise" by Alina Tugend, says that number swells to 30 percent when self-described "self-employed" individuals are counted. Global Workplace Analytics, a private consulting firm, believes as many as half of U.S. jobs are conducive to remote-work arrangements. Many employers, according to a 2015 FlexJobs survey, now see telecommuting, especially for managerial and executive roles, as a key way to attract and retain talent. Many organizations report higher employee engagement and productivity, and lower real estate costs, too.

But just because these arrangements can — and likely will — happen doesn't mean they will go well. Most press coverage about the trend acknowledges this reality by emphasizing technical logistics, talent selection and remote worker guidelines. However, this coverage largely ignores a crucial angle: the growth in remote arrangements creates an increased need for leaders who can lead effectively from afar. Central to that leadership is the ability to persistently cultivate relationships separated by geography.

RHYTHMS AND REASON

In a 2000 study, "Bridging Space over Time: Global Virtual Team Dynamics and Effectiveness," (*Organization Science*, 11(5), 473-492, Sept.–Oct., 2000) (tinyurl.com/zu2tkpn), Professors Katherine M. Chudoba and Martha L. Maznevski

studied three different teams from the same organization and drew profound conclusions about why two of those teams succeeded so much more than the other one. All three teams shared a common corporate culture. All three featured eight or more members based from disparate locations across the globe, meaning each faced similar logistical challenges (e.g. team size, time zone differences, multiple schedules, clunky technology). All three also faced the tasks of navigating language and cultural differences.

Chudoba and Maznevski concluded that the two effective teams identified consistent rhythms of communication between leaders and team members, and leaders and team members carefully matched the reasons for communicating with an appropriate medium through which to do it. The professors' findings mirror many of my long-distance leading experiences.

Through a lot of trial and error, our team uncovered the wisdom of a rhythmic meeting schedule:

- **Weekly check-ins:** one hour each with co-leader(s) and direct reports.
- **Weekly sub-team meeting:** one hour.
- **Weekly team meeting:** one hour.
- **Supervisor check-in:** one hour at least every other week.
- **Face-to-face visits:** three to four days at least once a quarter (preferably more frequent, depending on organizational finances).

We also learned the importance of selecting the right communication tool for the conversation at hand:

- **Simple information exchanges:** instant messages and quick emails.
- **Check-ins, team meetings, problem-solving and conflict resolution:** phone calls, video chats and team conference calls (phone or video).
- **Idea generation, strategy-setting, complex conflict resolution and complex decision-making:** face-to-face meetings (video calls if travel isn't imminent).

"THE CONVERSATION IS THE RELATIONSHIP"

I know. You're thinking: "That's a lot of meetings!" The list doesn't even include other departmental and corporate gatherings, or strategic external connections with other individuals or organizations. Such a regimen seems counterintuitive, given the emphasis these days on productivity and fewer meetings, not to mention cutting travel costs.

But here's the thing: in today's leadership landscape, we fail to acknowledge that conversations are the essence of our work. Conversations accomplish important tasks and identify new ones. Conversations make or break the professional development of team members and the health and strength of a team. In *Fierce Conversations* (Penguin Group, 2002), Susan Scott says "our work, our relationships, and, in fact, our very lives succeed or fail gradually, then suddenly, one conversation at a time."

The listening we do every day as leaders, especially from a distance, becomes a powerful way of creating plans, detecting trouble, identifying patterns and determining paths forward. It is work — hard work, at that.

> The increasingly mobile workplace, along with increased expectations about flexible work situations, means long-distance leadership arrangements must succeed for ministries to flourish in the 21st century.

Individually, I try to begin check-in conversations by asking one simple question: "How can I best serve you during our time today?" Some team members prefer to go through a list of what they've done and the immediate priorities ahead. Others immediately dive into the issue troubling them the most. Either way, I capture careful notes, which become the basis of my follow-ups and action items, and the foundations of performance reviews and professional development.

As a team, leading a meeting remotely requires a well-planned agenda, developed in consultation with those who will be asked to contribute reports or updates. It also requires time for quick personal updates and prayer requests. Finally, the leader should think like a television anchor, as Ross McCammon described in an April 7, 2015, *Entrepreneur* article "How to Steer a Conference Call Like a Champ," moving the conversation along, posing questions to the right person at the right time, and limiting his or her own remarks so that team members can contribute and action items get noted.

MORE THAN MEETINGS

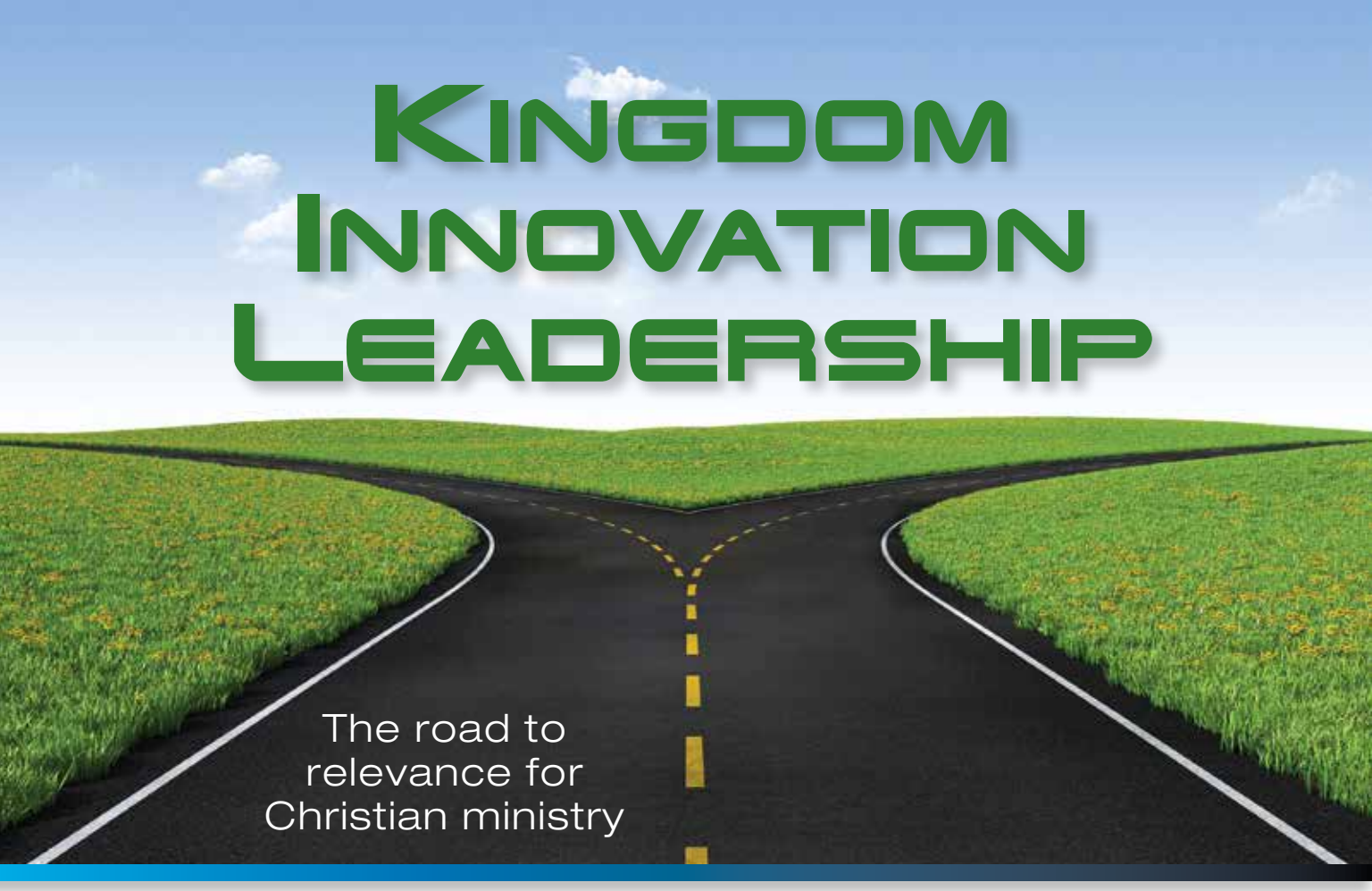
Leadership certainly involves more than meetings, and long-distance arrangements require other important details. For instance, organizations should consider committing resources to technology, such as the remote leader's high-speed Internet connection and a video-conferencing service (we love Zoom), and regular trips for the off-site leader to the team's home office. Teams must commit to using an online system of collaboration (we love Trello).

However, effective long-distance leadership won't happen without a rhythmic meeting schedule focused on listening. It sets everyone up for success. Organizations will have engaged teams working together. Team members will have leaders who support and develop them. Long-distance leaders will have teams that thrive. In turn, their own work will thrive.

And best of all, they won't feel as if the walls are closing in on them. ●

MATTHEW BRANAUGH is editor of Christianity Today's Church Law & Tax Team (ChurchLawAndTax.com). Reach him at thelongdistanceleader@gmail.com. Follow him on Twitter at @LDLeader. Read more from him at (TheLongDistanceLeader.com).

Kingdom Innovation Leadership



The road to relevance for Christian ministry

By Marc Stein

ONCE UPON A TIME, TWO MINISTRY LEADERS were driving down a familiar highway. These leaders had much in common and were enjoying their time together. Suddenly the landscape changed. One leaned over and asked, "Where are we? Everything looks unfamiliar." The other said, "Did we miss a turnoff or overlook something?" People looked different. They didn't respond as they once had.

I think we can relate to those proverbial ministry leaders. In fact, it's almost as if we're riding along with them in the back seat. Our world has changed so quickly and significantly that it is hard to find our bearings. One of the frustrating factors of this misadventure is the realization that the small adjustments we once controlled can no longer get us back to the main road.

How did we get here?

We don't need a map to discover that we have unintentionally merged onto a narrow downhill road with few turnoffs or opportunities to exit. Okay, I'll be the one to admit it, "we're lost."

WHERE CAN WE TURN?

It's not like we have not successfully driven this road many times before, but we are definitely not in Kansas anymore either. The everyday activities that all but guaranteed us relevant, fruitful ministry are just not working the same anymore. So, how do we get back on track?

To bend our ministry cultures back towards significant relevance and impact, we need to return to the main road, retracing the path Jesus walked, remembering whom Jesus cared for and reflecting the ministry he modeled.

In Matthew 25, Jesus tells about the final judgement, and he clearly lets us know whom he values and what he expects of us. In short, Jesus told us to look after those who cannot care for themselves. To make sure we do not miss this off ramp, he identified himself firmly with them when he said: *"The King will reply, 'Truly I tell you, whatever you did for one of the least of these brothers and sisters of mine, you did for me'"* (Matt. 25:40).

Now that the destination is clear, we can put it into our GPS. But, there are many routes. Which one do we take?

We simply need to follow the Chief Shepherd's path. It may look a little different now, but the trail is still visible to those who are seeking it. The key is to understand the times we live in and adapt his original model for here and now. Creativity will not be enough. Although not yet a familiar term in the ministry world, *innovation* is what is required.

Webster defines innovation as simply "the introduction of something new." But, what?

KINGDOM INNOVATION LEADERSHIP

We must hold tightly to the lessons of Matthew 25 and venture boldly and courageously into unknown territory like the Joshua or Caleb of our generation. There may be giants in the land but we can know that our Lord is always with us. Kingdom Innovation Leadership is a transformational form of ministry that adapts the timeless truths of God's Word to create practical solutions to address the unmet needs of those around us.

These three simple objectives can serve as our guideposts:

1. Gather an innovation mastermind working group of humble, highly gifted Christ leader/followers to identify underserved populations and practical needs in the community.

2. Create a high functioning, sustainable and expandable innovation environment to develop new perspectives, ideas and markets.

3. Collaborate with churches, ministries and Christian businesses that have the resources, network and influence needed to elevate the best concepts to real world application.

To accomplish these three objectives, we will need practical steps — mile markers if you will — to help measure progress toward our desired outcomes.

To accomplish the first objective, "gather an innovation mastermind working group," you and a small group of like-minded individuals will need to prayerfully consider other individuals in your community, ministry sector or corner of the kingdom whom you can invite to create a working group aimed at bending the culture of your environment.

- Identify and attract kingdom innovators, idea generators and entrepreneurs from interrelated segments of church, Christian agencies and marketplace ministries.
- Invite thought leaders and/or change agents of compassion and mercy who can challenge us, teach us something new and expand our thinking.
- Gather courageous individuals who are willing to encourage new and unlikely collaborations and challenge traditional boundaries.

The idea here is not to assemble people who are trying to protect the status quo. On the other hand, we do not want anarchists desiring to tear down the entire system either. We want smart, Jesus-loving leaders, regardless of title, to unify for Kingdom Innovation Leadership purposes.

The second objective involves creating an "expandable innovation environment." The goal here is to reach beyond the usual suspects, solutions and ecosystems to identify unmet needs within the communities we serve and determine practical steps to address the needs.

- Establish innovation platforms that encourage individuals to explore new ways to create, deliver and share mercy and compassion without assimilating into the greater secular community.
- Build real-life sandboxes within, or right next door to, traditional institutions in which a new generation of transformative ministry can be explored.
- Encourage the combination or uncoupling of existing ministry models as a means of creating new ways to express Christian identity, solve problems or deliver value.

The emphasis of the second objective is to survey for unmet needs and offer practical products and services to the community without losing or hiding our Christian identity. In other words, offering services or solutions through Christian organizations and individuals for the benefit of the whole community, regardless of the beliefs or lifestyles of those whom we serve.

"We want smart, Jesus-loving leaders, regardless of title, to unify for Kingdom Innovation Leadership purposes."

The third objective is to "collaborate with churches, ministries and Christian businesses that have the resources, network and influence needed to elevate the best concepts to real world application." Since churches, ministries and Christian businesses are often seen as exclusionary to non-believers, this is an opportunity to express Christian service in a new way that all people can experience.

- Move quickly from concept to prototype to validation before landing on a new service configuration or model that works and is ready to scale.
- Create a real world demonstration to explore how the new ministry model or service offering works for people inside and outside the church.
- Find people and institutions who are receptive to kingdom innovation and then resource them with the tools and platform necessary to scale.

The road to Kingdom Innovation Leadership is paved with practical solutions to unmet community needs; we simply need humble individuals willing to innovate collaboratively to find them. The result will be a closer connection to our neighbors. It may even prompt a question of why we are serving this way and lead to deeper conversations. Like the early Christians, we could acquire a new and different identity as helpful and caring followers of Christ.

We can individually and collectively change how our friends and neighbors respond to Jesus and his church through our daily interactions. Our everyday activities can once again lead to relevant, fruitful ministry and outreach.

In conclusion, we can re-enter the path that Jesus walked and help others find it too. Simply by meeting the practical needs of our friends and neighbors in a Matthew 25 manner, we can help bend culture back towards Jesus and make the local church the center of the community once again. By engaging Kingdom Innovation Leadership, we can help rewrite the story of our cities, churches and people everywhere. ●

MARC STEIN is vice president of field services for Joni and Friends. Prior to joining Joni and Friends, he served as president of Gospel Light Worldwide, as director of U.S. field operations for Bible League International, and was founder and CEO of a communications company offering management consulting, strategic planning and executive coaching services.

By Roland C. Warren

Best Christian Workplaces

Three insights from the journey

FOR THE LAST THREE YEARS, Care Net has been designated a "Best Christian Workplace," by the Best Christian Workplaces Institute. To earn this distinction, Care Net staff members complete an extensive annual survey covering topics such as Christian witness, job satisfaction and teamwork. As I have considered the survey's results and trends over the last few years, I have gleaned insights that may be helpful to other ministries — even if they don't participate in a formal survey process.

These are the top three things I have learned:

1. **Your vision and mission matter ... a lot.**
You probably have a vision and a mission statement that the ministry spent many hours to develop. In fact, odds are it's posted on a wall ... somewhere. But, here's the thing. How well does your staff know the vision and mission? Do they guide your work? If your vision and mission are just dusty old words, that's a problem. As Proverbs 29:18 (KJV) says, *"Where there is no vision, the people perish...."*

Your vision and mission must be the "North Star" that guides your ministry and keeps your organization focused on key strategic goals and objectives. I believe this so strongly that at each quarterly staff meeting, I ask every staff member to write the vision and mission on an index card, sign it and give it to me.

2. **How you handle conflict matters ... a lot.**
If you work with people, there will be conflict. Even the apostles had conflict, and they were closer to Jesus than anyone in history! So, the question is not if, but when, conflict arises, how will you handle it? And, better yet, can you put a process or framework in place to avoid as much conflict as possible.

The Bible gives clear guidelines in Matthew 18:15–17. But, I have also found something I call "The People Principles" very helpful in heading off conflicts and guiding discussion in difficult situations. In fact, when we hire new staff members, I review these principles with them during our first meeting. They are:

- Share your thoughts and feelings
- Encourage each other
- Support each other
- Forgive each other
- Speak the truth with compassion
- Admit our weaknesses
- Respect our differences
- Refrain from gossip
- Make teamwork a priority

One of the best books I have read to help manage conflicts at work (and at home) is *Crucial Conversations: Tools for Talking When Stakes Are High* (McGraw-Hill Education, 2nd Ed., 2011).

3. **Trust between staff members matters ... a lot.**
If you watch a good basketball team play, you'll notice that they're experts at a very special ball handling technique called the "no look pass." The player with the ball looks in one direction to confuse the defender and then passes the ball to another player in the opposite direction. It's beautiful. But it depends on one thing: trust. The player passing the ball and the one receiving the ball must trust each other *before* the pass is thrown.

A Best Christian Workplace will operate much like a high-functioning basketball team. Work will move back and forth between departments without "silos" and with a high degree of trust that when something is handed off, it will get done in a high quality "no look pass" way.

One thing I did to help facilitate this type of trust-based environment at Care Net was to develop a "Care Net Trust Index." I ask staff members to answer if they strongly agree, agree, are neutral, disagree or strongly disagree with the following questions:

- Staff in other departments are helpful when I make requests.
- Staff in other departments respond to my requests appropriately and in a timely manner.
- Generally speaking, staff in other departments can be trusted to live up to their commitments.
- Staff in other departments try to push work onto me that is their responsibility.

Tracking the responses to these key questions over time, and taking action based on the responses, will build the trust needed for an effective and God-honoring workplace. I believe strongly that by focusing on these three things, by God's grace and power, you will be well on your way to being a best Christian workplace too. ●

Since 2012, **ROLAND C. WARREN** has served as president and CEO of Care Net (care-net.org). He is a graduate of Princeton University and the Wharton School of Business at the University of Pennsylvania. Warren's career includes 20 years in the corporate world with IBM, Pepsi and Goldman Sachs, and 11 years as president of the National Fatherhood Initiative.

Learn about the exciting new way CLA can equip you and your team for leadership excellence year-round!

Outcomes 365 leverages the best of CLA's leadership training to provide you with a customized leadership growth experience.

www.Leadership.Bible

CHRISTIAN LEADERSHIP ALLIANCE

By Dr. Kent Wilson

Leading as a Steward

A revolutionary approach to nonprofit leadership

WHAT WOULD IT BE LIKE TO LEAD, not with a list of traits, skills or methods, but out of a heart transformed by God? How would your leadership change if your starting point was not what a leader does but instead who a leader needs to be? Steward leadership isn't just a new name for established approaches to leading the nonprofit organization. It is a revolutionary approach that addresses more of the issues encountered in leading the nonprofit organization than other leadership approaches.

Steward leadership is one of the oldest biblical models, as well as one of the newest leadership approaches to be recently articulated. It was suggested by key leadership authors such as Ken Blanchard, Max De Pree and John Carver for many years. But only recently has the approach been elaborated by Dr. Scott Rodin, Dr. Mark Vincent, this author and many others. Steward leadership offers unique benefits for the organizational leader not addressed by other leadership approaches.

Steward leadership begins with who you are.

Dr. Scott Rodin clearly states that this approach "begins with the changed heart of a man or woman called by God to be a faithful steward, and then applies that transformation to their role as a leader." With the exception of servant leadership, almost no other model or approach to leadership is based on an identity that defines how the leader views himself and derives his understanding of self. But the steward leader is both a steward at heart as well as a servant (since all stewards are servants).

The steward leader understands that she does not own anything.

Ownership is considered almost a right in Western culture, but the steward leader knows that she does not own the resources that have been generously given under her care. She considers them a generous blessing by God. Non-ownership frees us as steward leaders to lead with the peace of mind knowing that the divine Owner will take ultimate care and responsibility for his world and its resources.

Steward leaders develop an intimate relationship with the owner.

Because steward leaders know that they are managing resources under their care on behalf of the owner, they develop an ongoing relationship with God (the ultimate Owner) and the organizational stakeholders (the human "owners") in order to know their goals and objectives for the resources. I don't have to come up with the mission, vision and strategic directions of the organization on my own. God's divine purposes, confirmed by human stakeholders, give me the direction I need.

Character trumps competency.

Most leadership models only focus on the skills or competencies of the leader, but when it comes to steward leadership, character precedes competency. It is God who produces the right character through his transforming spirit: trustworthiness, self-sacrifice, submissiveness, faithfulness, obedience and a servant's heart, just to name a few. Dr. Scott Rodin's book *The Steward Leader* (IVP Academic, 2010) is an excellent expansion of the character and spiritual qualities of the steward.

Steward leaders embrace accountability.

Stewards don't just hold themselves accountable for how they manage resources because they have to. They embrace accountability as one of the expressions of their close relationship with God and the stakeholders. They communicate with openness, frequency and humility about the state of their stewardship.

Steward leaders learn to excel at managing resources of all types.

The resources that are placed under the care and management of a steward go way beyond the traditional "time, talent and treasure." They may include spiritual resources (such as the gospel), money, human resources, organizational competencies, relationships and even grace as a resource. Stewards are constantly learning how to better sustain, grow and even optimize a wide range of resources as they follow the cues and goals of the owner.

Steward leaders are comfortable with the risks associated with growing and investing resources.

Stewards are comfortable with risk, not because they take unnecessary risks, but because they take their cues from the owner as to the acceptable levels of risk. And if stewards are faithful to the objectives of the owner, whether they experience minimal or large growth, they know they will hear from the Lord, "Well done, good and faithful servant."

KENT WILSON, PH.D., is a nonprofit leadership specialist and author of a new book *Steward Leadership in the Nonprofit Organization* (IVP Books, 2016). He is an executive coach with Vistage International, program coordinator for CLA's Leader2Leader peer advisory program, facilitator of CLA's Colorado Springs Leader2Leader group and co-founder of the Steward Leader Initiative. He can be reached at kent@nlegroups.org.

By Debbie DiVirgilio

Check Your Foundations

Are our organizations built on Christ?

MOST MINISTRIES HAVE A MISSION STATEMENT, and some have vision statements and identified organizational values. In today's world, the message that is being sent to the world by Christian organizations is coming through more loudly through our actions, inactions and attitudes than in our print or electronic materials. Good, bad or indifferent, as soon as an organization identifies itself as faith based, the public develops a perception of the organization. That perception is based on an individual's belief system, personal values and past experiences. And while we may not be able to control perceptions, we need to ask ourselves if we are delivering the message that we want to share with the rest of the world. Are we representing Christ well?

Far too many organizations operate in a scarcity mindset. When we operate out of a scarcity mindset, we tell the rest of the world that we are afraid that God will not provide ... that there is nothing different about us. A scarcity mindset often carries forward into the way we make decisions, such as choosing to stretch staff too thin or using antiquated systems because we are fearful to spend money. Or, even worse, we can fail to make investments in the organization because we are fearful that the organization won't have enough if we do so.

When we have a scarcity mindset, we often act as though the resources that God has blessed us with are ours instead of recognizing that we are simply stewards, and that all of our resources are God's. One of the best ways I have seen organizations move out of a scarcity mindset is to give back. For nonprofits and ministries, giving back often comes in the form of service. Could your organization plan a day of service where its employees serve at another local ministry? When we get out of our environment and serve elsewhere we become aware of what we have and our mindset begins to change.

BUILDING A FIRM FOUNDATION

The parable of the house built on sand describes many of today's ministries. This parable, found in Matthew 7:24–27, tells us that the foolish man builds his house on the sand, while the wise man builds his house on the rock. Ministries and nonprofits built on the sand are those that are not built on the firm foundation of Jesus. Many organizations look good on the outside and seemingly "have it all together" but they have failed to build a strong foundation. For many of these organizations there is really no difference between them and secular organizations.

How does an organization build a strong foundation? Through its board of directors, its systems and its relationship with Christ.

- **How are board members selected?** For their ability to make a significant financial contribution, or to make the "right" connections? Since an organization's board of directors represents the organization, it is important that board members' lives reflect a relationship with Jesus Christ and a commitment to the organization. Christian organizations will want to delineate expectations in an annual board affirmation letter and in its job description for board members.
- **What systems does the organization have in place?** Does it have a system for ensuring that donors receive acknowledgment for their donation in a timely manner? Is a strategic planning process used to map out the future of the organization? Putting structure in place ensures that the vision of the organization continues.
- **How is the faith of the organization shared with the board, staff and constituents?** Is it hard to recognize the organization as a Christian ministry or does the love of Christ shine through in everything the organization says and does? Start each board meeting with prayer, inviting the Holy Spirit into the meeting to guide and direct the decisions that are being made.

Christian organizations have a responsibility to serve and represent Christ well. *"And whatsoever ye do, do it heartily, as to the Lord..."* (Col. 3:23, KJV). For organizations identifying themselves as Christian ministries, it is imperative that those organizations serve well and love well. This message of service and love starts with the board of directors and flows throughout the entire organization, both its staff and volunteers. There should be no doubt to the outsider that the organization has built its foundation on Jesus Christ.

DEBBIE DIVIRGILIO is president of the Faith Based Nonprofit Resource Center, an organization that seeks to equip organizations to thrive and represent Christ well. The Resource Center offers individualized services to meet the needs of ministries at any stage in the organization lifecycle. (non-profitconsultant.com)

LEADER2LEADER

Christian Leadership Alliance

Join CLA's Powerful NEW Peer-to-Peer Leadership Network!

... A cord of three strands is not quickly broken.

— Ecclesiastes 4:12

ISTOCK.COM/PAULMERRETT

How would you like to be a part of a dynamic peer advisory group?

Check out CLA's Leader2Leader peer network.

CLA's Leader2Leader peer network for nonprofit executives is growing in cities across the nation, and is powerfully impacting the lives and leadership of participants.

- Build confidential, intimate and Christ-centered community with peers who offer mutual support, problem-solving and accountability
- Meet monthly to share insight with like-minded and like-hearted peers in similar positions with comparably sized organizations
- Collaborate on successful practices, and invest in helping one another become world-class leaders of life-changing organizations

Each CLA Leader2Leader group is led by a professionally trained facilitator who guides disciplined group discussions. Guest speakers and case studies add to the overall learning experience.

"As a new CEO, my Leader2Leader group has been an invaluable sounding board and resource. So many times, those in my group have been through the very issue I am dealing with and have provided encouragement, resources and insight."

— Jon Hirst
President and CEO, GMI
(Colorado Springs)

"Leader2Leader has provided a confidential venue to problem solve alongside godly nonprofit leaders in my area. What an enriching environment! My L2L friends have helped our ministry avoid costly mistakes, capture opportunities, implement new systems and grow much more quickly than we would have on our own. The comradery and bold prayers strengthen leaders for inevitable ministry challenges."

— Michele Rickett
CEO, She Is Safe (Atlanta)

www.CLALeader2Leader.org

CHRISTIAN LEADERSHIP ALLIANCE

Books to Consider ...

Great insights on leadership development, stewardship, innovation, generosity and more!

STEWARD LEADERSHIP IN THE NONPROFIT ORGANIZATION
By Dr. Kent R. Wilson
(IVP Books, 2016)

Most approaches to nonprofit organizational leadership are borrowed from the for-profit sector. But these models are often inadequate to address issues nonprofit leaders face. We need a new framework for nonprofit leaders rooted in historical precedent and biblical principles. Nonprofit consultant and researcher Kent Wilson presents a comprehensive model for steward leadership in which leaders act as stewards or trustees, never as owners, with examples from Scripture and history.

BEYOND THE LOCAL CHURCH: How Apostolic Movements Can Change the World
By Sam Metcalf
(IVP Books, 2015)

God is raising up vibrant missional movements of Christians in a vast array of vocations: disciple-making ministries, missions, social activism and more. Metcalf gives biblical and missiological foundations for these so-called parachurch movements as strategic ways to live for the kingdom — in venues beyond the local church. "This groundbreaking book challenges us to think differently and more biblically regarding local church and mission," said Jerry White, international president emeritus, The Navigators.

ORIGINALS: How Non-Conformists Move the World
By Dr. Adam Grant
(Viking, 2016)

In this bold new book, *New York Times* best-selling author Adam Grant offers inspiring examples of originals who innovated to create a better world. It challenges our thinking on what it means to be original. It also offers suggestions on how we as leaders can better generate and champion original ideas, and pursue innovation.

NONPROFIT LEADERSHIP DEVELOPMENT: What's Your "Plan A" for Growing Future Leaders?
By Kirk Kramer and Preeta Nayak
(CreateSpace, 2013)

Surveys consistently show that nonprofit organizations are aware of their leadership development gaps, but are unsure how to address them. Nonprofit leadership teams that The Bridgespan Group has surveyed single out leadership development and succession planning as their most glaring organizational weakness, by a margin of better than two to one. To address those weaknesses, Bridgespan (Bridgespan.org) created this guide to help nonprofits think differently about leadership development.

LEAD LIKE JESUS REVISITED: Lessons From the Greatest Leadership Role Model of All Time
By Dr. Ken Blanchard, Phil Hodges and Phyllis Hendry
(Thomas Nelson, 2016)

In this newly revised classic, renowned leadership experts Ken Blanchard, Phil Hodges and Phyllis Hendry guide readers through the process of discovering how to lead like Jesus. It could be described as the process of aligning two internal domains — the heart and the head; and two external domains — the hands and the habits.

BIZNISTRY: Transforming lives through enterprise
By Jeff Greer and Chuck Proudfit
(P5 Publications, 2014)

In *Biznistry*, authors Jeff Greer and Chuck Proudfit envision an integrated synergy between the worlds of business and ministry. Dr. David Faust, president of Cincinnati Christian University said: "This book offers inspiration and insight for all of us who long to see God's people unleashed to serve, both in the marketplace and the church. *Biznistry* deserves a wide reading because the Great Commission applies to all of Christ's followers, not just to a select few."

INTEGRATED GENEROSITY FOR FAITH BASED FAMILIES
By Mark A. Trewitt
(Xulon Press, 2016)

This new book by Mark A. Trewitt, president of Integrated Generosity, will help unleash kingdom giving and generosity, while showing givers how generosity can transform and enrich their lives. It includes contributions by David Wills, president, National Christian Foundation; Aimee Minnich, co-founder/general counsel, The Impact Investing Foundation; Bob Shank, founder/CEO, The Master's Program and co-founder, The Barnabas Group; Todd Harper, president, Generous Giving, and Steve Kaloper, founder/CEO, Development Services Group. Order at (integratedgenerosity.com).

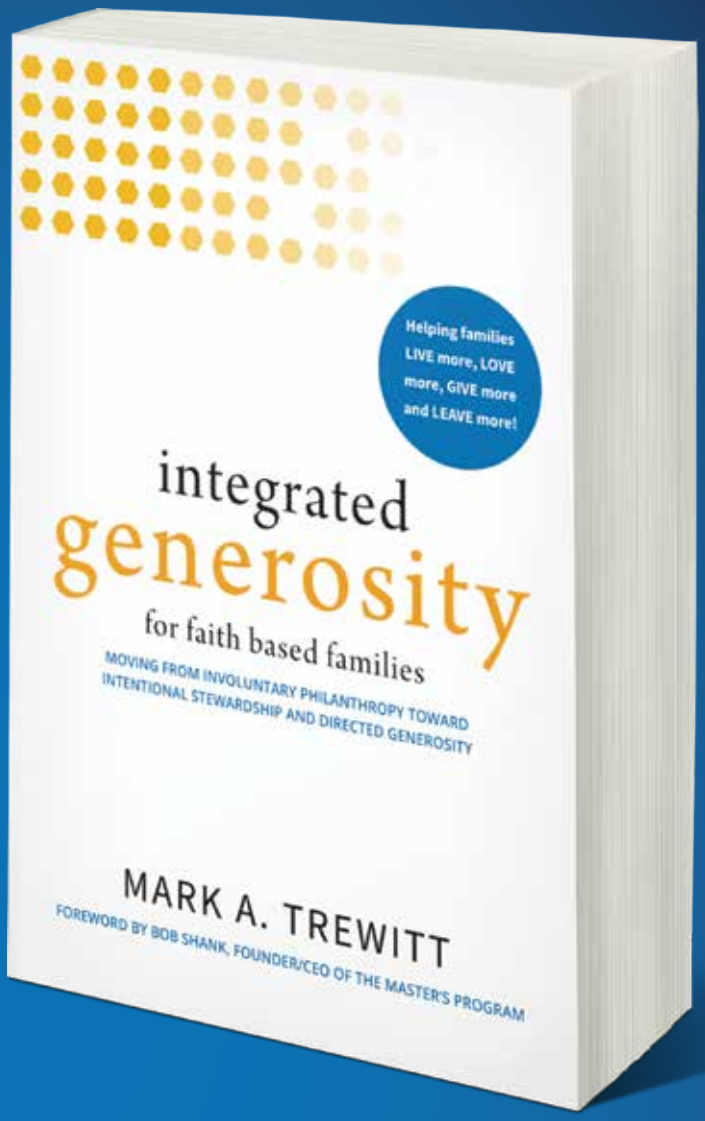
IMPOSSIBLE PEOPLE: Christian Courage and the Struggle for the Soul of Civilization
By Dr. Os Guinness
(IVP Books, 2016)

The church in the West is at a critical moment. More than ever, Christians must resist the negative cultural forces of our day with fortitude and winsomeness. What is needed are followers of Christ who are willing to face reality without flinching and respond with faithfulness that is unwavering. Os Guiness, senior fellow at the Oxford Centre for Christian Apologetics, describes these people as "impossible people."

THE DANIEL PRAYER: Prayer That Moves Heaven and Changes Nations
By Anne Graham Lotz
(Zondervan, 2016)

In studying the biblical prophet Daniel, Anne Graham Lotz — best-selling author deemed the "best preacher in the family" by her father, Rev. Billy Graham — noticed a number of parallels between Daniel's nation of Judah and modern-day America. Daniel never gave up, offering earnest and heart-wrenching prayers for his nation. This book shares how we can do the same today.

YOUR BEST GIFT FOR BOARD MEMBERS AND CHAMPION SUPPORTERS— ORDER NOW TO HELP THEM MAGNIFY AND ACCELERATE KINGDOM GENEROSITY



VISIT US ONLINE TO:

- Learn how ministries are using *Integrated Generosity for Faith Based Families* as a learning resource to magnify donor generosity
- View a book video trailer
- Request a weekly white paper series (8 installments) containing impactful book excerpts
- Review ministry pricing for quantity book orders (discounts range from $12 to $22 off of single book retail price)

INTEGRATEDGENEROSITY.COM

Integrated Generosity for Faith Based Families helps families maximize the immediate and long-term benefit of government tax incentives available through charitable giving. By utilizing a process which starts with optimizing tax reduction strategies, these families have the opportunity to redirect income and estate taxes (Involuntary Philanthropy) to the causes that are important to them, through Intentional Stewardship and Directed Generosity.

"*Integrated Generosity* by Mark A. Trewitt is a mandatory read... Every reader of Mark's writing will not only have their heart touched, but also will be challenged and led to give more abundantly of the material assets they manage as stewards."

—GIL STRICKLIN, SR.

Chairman & CEO of Marketplace Ministries Foundation, Plano, Texas

Christian Leadership Alliance Founders Council

Platinum Level Members

Christian Leadership Alliance (CLA) salutes the CLA Founders Council. These Platinum level members help CLA pursue its vision of a world where all Christian leaders steward their life, resources, and calling with Christ-honoring excellence, influence and impact.

These dynamic organizations help create CLA lifelong learning resources, offering expertise to CLA's education and training programs. The leaders of these organizations believe in CLA's mission, and support the development of the Christian leaders we represent. They often sponsor key CLA events and services, and their leadership is central to everything CLA does.

Please take a moment to review this special section, and learn more about these influential ministries and businesses, dedicated to excellence in Christian leadership.

Christian Leadership Alliance

The A Group — marketing | technology

American Bible Society

Gallagher | Religious Practice

Azusa Pacific University

Best Christian Workplaces Institute

Bryan Cave

cru

CapinCrouse LLP

Compassion — Releasing children from poverty in Jesus' name

Crista — A Family of Ministries

Douglas Shaw & Associates — Fundraising Counsel

Dunham+Company — Cause+Effect

Envoy Financial — Preparing for a lifetime of ministry

ECCU — Investing in ministry.

ECFA — Enhancing Trust

GuideStone Financial Resources

masterworks

MinistryLINQ — Your Partner in Electronic Payments

The Navigators

The Salvation Army — Doing The Most Good

Ten Talents Partners

World Vision

The Flourishing Culture Podcast

BROUGHT TO YOU BY

BEST CHRISTIAN WORKPLACES INSTITUTE

Available on iTunes

30+ TOP CHRISTIAN LEADERS SHARE THEIR PROVEN LEADERSHIP INSIGHTS

Smart, practical tips you can use today to create a flourishing culture and a thriving organization!

SUBSCRIBE FOR FREE: blog.BCWInstitute.org/podcast

Bob Andringa,
The Andringa Group

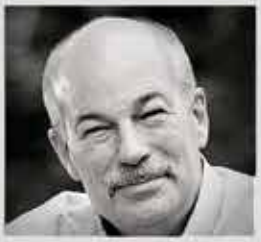
Ruth Haley Barton,
Transforming Center

Dan Busby,
ECFA

Peter Greer,
HOPE International

Tami Heim,
CLA

Phyllis Hendry,
Lead Like Jesus



Alec Hill,
InterVarsity Christian Fellowship

Doug Mazza,
Joni and Friends

Elisa Morgan,
Speaker and Author

Jerry White,
The Navigators

Hosted by BCWI President Al Lopus

BRING THE COMPASSION EXPERIENCE

TO YOUR CHURCH AND COMMUNITY

**EXPERIENCE ANOTHER WORLD—
WITHOUT LEAVING YOURS.**

Releasing children from poverty
Compassion®
in Jesus' name

THE COMPASSION EXPERIENCE™

Learn more about The Compassion Experience

Complete the form at compassion.com/HostTheExperience
to inquire about hosting.

CRISTA MEDIA PRESENTS A THESPIS MOTION PICTURE IN ASSOCIATION WITH WONDERCAMP

"SAVED FOR A REASON" PRODUCED BY JASON PAMER CO-PRODUCED BY DAVIS GOSLIN EDITED BY TIM KRESSIN

EXECUTIVE PRODUCER BEN WILSON ORIGINAL MUSIC BY CHRIS COLEMAN ASSOCIATE PRODUCER ERIK EGERDAHL

WRITTEN BY TIM KRESSIN AND JASON PAMER DIRECTED BY TIM KRESSIN

NOW AVAILABLE AT iTunes AND Google Play

savedforareason.org

Enhancing Trust

ENHANCING TRUST IN OVER 2,100 CHRIST-CENTERED CHURCHES AND MINISTRIES

BECOME ACCREDITED AT **ECFA.ORG**

A SERIES FOR CHRISTIAN NON-PROFITS

Generosity Fact #7

It's a scientific fact: Sharing examples of generosity with your donors will make them more generous.

"People need dramatic examples to shake them out of apathy." Perhaps you recognize those words. Bruce Wayne spoke them to his butler, Alfred, in the movie *Batman Begins*. When we see others being generous, we're usually more inspired to get off the couch. So says research conducted by Marlone Henderson, an assistant professor of psychology at the University of Texas at Austin. "When people see that a charity has already raised a good chunk of money," she says, "they're likely to say, 'Maybe I should care too.'" To verify her hunch, Henderson and her team drafted a letter citing the success of a fundraising campaign. They found that donations more than tripled after the respondents, who didn't initially identify with the cause, read the letter.

Get the best thinking on how to inspire donor generosity in your inbox every week! Visit us at ***masterworks.com/facts***

For more than 25 years, Masterworks has been helping non-profits **INSPIRE GENEROSITY** in their donors to increase the giving of time, talent and treasure to work that delights the heart of God.

Want to learn more about how we can help you make the strong connections that bring significance to the lives of your supporters and inspire them to unleash their generosity? **Contact Rory Starks at 360.394.7694 or rstarks@masterworks.com.**

masterworks
masterworks.com

THE JOURNEY

THE JOURNEY OF YOUR MISSION is mapped out by communication. After more than a decade of serving thousands of churches and nonprofit organizations, we consistently see the difference between a faltering organization and a thriving organization is how well they are communicating the essentials of their mission.

As an online payment solution for churches and non-profits, MinistryLINQ has the highest retention rate of customers in our field. We share your values. Part of that partnership is providing free access to tools and information that will keep you leading in ministry. Our free "Road Map to Relevant Donor Communications" is a tool that will help you establish the right methods, frequency and best practices for effective communication strategy.

Do you want to go deeper into the applications of church communication strategy? Download your free copy of our Roadmap to Relevant Donor Communications at:
www.ministrylinq.com/communication-roadmap

MinistryLINQ
Payment Solutions for your Ministry

MinistryLINQ is a trusted leader in online payment and donation solutions for your church,nonprofit or ministry.
Visit us at www.ministrylinq.com

Glen Eyrie Castle and Conference Center

A Unique, Full-service Venue

- Conferences
- Family Reunions
- Day Meetings
- Team Building
- Afternoon Teas
- Private Tours
- Anniversary Stays
- Programs & Retreats
- Weddings & Bridal Showers

- 97 overnight rooms on property
- 18,000 square feet of meeting space
- Over 60 years of culinary team expertise
- Handcrafted and specialty menus
- Highly experienced and committed Event Planners
- State-of-the-art audio & visual
- 750 acres of breathtaking property

719-272-7700
gleneyrie.org

3820 North 30th Street
Colorado Springs, CO, 80904

CONNECT WITH US

GLEN EYRIE

A Ministry of

THE NAVIGATORS®

PRIVATE EQUITY

Ten Talents Partners acquires and operates companies with revenue between $10 - $100 million in a broad range of industries.

How we can help your ministry:

- Acquire companies from donors who are looking to sell their business to a like-minded buyer.
- Structure a business purchase that preserves the owner's charitable intent.

CONSULTING

Ten Talents Partners provides executive insight and counsel to for-profit and non-profit organizations.

How we can help your ministry:

- Provide insight and leadership in strategy, operations, and risk management
- Advise or steward businesses that have been gifted to the organization.

TEN TALENTS
PARTNERS
www.tentalentspartners.com

Robert Lipps, Managing Partner
bob.lipps@tentalentspartners.com
415.518.2515

Robert Yi, Managing Partner
robert.yi@tentalentspartners.com
714.448.5289

CLA Platinum "Founders Council" Members

CLA Platinum Level Member organizations serve as the most influential voices within the Alliance. CLA Platinum Level Members "Founders Council" play a significant role in providing critical knowledge resources that support the vision and mission of CLA.

To join: Contact Tami Heim, President/CEO at (949) 487-0900, ext. 113 or by email at Tami.Heim@ChristianLeadershipAlliance.org

THE A GROUP

Marketing & Technology that Powers Ministry
Maurilio B. Amorim, CEO
Brentwood, TN
Phone: (866) 258-4800
maurilio@agroup.com
www.agroup.com

AMERICAN BIBLE SOCIETY

God's Word Transforming Lives
Roy Peterson, President & CEO
Philadelphia, PA
Phone: (215) 309-0274
President@AmericanBible.org
www.American.Bible

ARTHUR J. GALLAGHER & CO.

Serving the Religious Community Since 1927
Peter A. Persuitti, Managing Director, Religious Practice
Itasca, IL
Phone: (888) 285-5106
peter_persuitti@ajg.com
www.ajg.com

AZUSA PACIFIC UNIVERSITY

John Reynolds, Executive Vice President
Azusa, CA
Phone: (626) 815-3887
jreynolds@apu.edu
www.apu.edu

BEST CHRISTIAN WORKPLACES INSTITUTE

Creating Flourishing Work Places
Alfred Lopus, President
Mercer Island, WA
Phone: (206) 230-8111
alopus@bcwinstitute.org
www.bcwinstitute.org

BRYAN CAVE LLP

Stuart Lark, Partner
John Wylie, Partner
America, Asia, Europe
Phone: (719) 473-3800
stuart.lark@bryancave.com
john.wylie@bryancave.com
www.bryancave.com

CAMPUS CRUSADE FOR CHRIST

Helping Fulfill the Great Commission in This Generation
Mark D. Tjernagel, CFO – US
Orlando, FL
Phone: (407) 826-2000
mark.tjernagel@ccci.org
www.ccci.org

CAPIN CROUSE LLP

A National, Full-Service CPA and Consulting Firm
Vonna Laue, Managing Partner
Brea, CA
Phone: 714.961.9300
vlaue@capincrouse.com
www.capincrouse.com

COMPASSION INTERNATIONAL

Releasing Children From Poverty in Jesus's Name
Santiago "Jimmy" Mellado, President
Colorado Springs, CO
Phone: (719) 487-7000
jmellado@compassion.com
www.us.ci.org

CRISTA MINISTRIES

Loving God by Serving People
Robert J. Lonac, President/CEO
Seattle, WA
Phone: (206) 546-7200
rlonac@crista.net
www.crista.org

DOUGLAS SHAW & ASSOCIATES

Specializing in Donor-Focused Communications
Douglas K. Shaw, Chairman
Naperville, IL
Phone: (630) 562-1321
dshaw@douglasshaw.com
www.douglasshaw.com

DUNHAM + COMPANY

CAUSE+EFFECT
Empowering ministry effectiveness through strategic multi-channel marketing+fundraising
Joy Ayers, Director of Strategic Relationships
Plano, TX
Phone: (469) 454-0061
joy@dunhamandcompany.com
www.dunhamandcompany.com

ENVOY FINANCIAL

PREPARING FOR A LIFETIME OF MINISTRY
Providing Retirement Planning, TPA and Recordkeeping Services since 1994
Bethany Palmer, President
Colorado Springs, CO
Phone: (888) 879-1376
bpalmer@envoyfinancial.com
www.envoyfinancial.com

EVANGELICAL CHRISTIAN CREDIT UNION

Investing in ministry.
Fueling Christ-Centered Ministry Worldwide
Abel Pomar, President & CEO
Brea, CA
Phone: (714) 671-5700 x 1439
abel.pomar@eccu.org
www.eccu.org

EVANGELICAL COUNCIL FOR FINANCIAL ACCOUNTABILITY

Enhancing Trust
Dan Busby, President
Winchester, VA
Phone: (540) 535-0103
dan@ecfa.org
www.ecfa.org

GUIDESTONE FINANCIAL RESOURCES

Do well. Do right.
Financial Services guided by Christian Values since 1918
John Raymond, Chief Business & Marketing Executive Officer
Dallas, TX
Phone: (214) 720-6595
john.raymond@GuideStone.org
www.GuideStone.org

MASTERWORKS

Full Service Direct Marketing Agency
Rory Starks, Sr. VP, Strategic Engagement
Poulsbo, WA
Phone: (360) 394-4300
rstarks@masterworks.com
www.masterworks.com

MINISTRYLINQ

Your Partner in Electronic Payments
Maximizing Stewardship with Electronic Processing
Renn Salo, General Manager
Spokane, WA
Phone: (509) 789-2274
info@cashlinq.com
www.cashlinq.com

THE NAVIGATORS

To Know Christ and to Make Him Known
Doug Nuenke, President
Colorado Springs, CO
Phone: (719) 598-1212
doug.nuenke@navigators.org
www.navigators.org

THE SALVATION ARMY USA – NATIONAL HEADQUARTERS

David Jeffrey, National Commander
Alexandria, VA
Phone: (703) 684-5500
c/o vickie_sledge@usn.salvationarmy.org
www.salvationarmyusa.org

TEN TALENTS PARTNERS

Private Equity & Consulting
Growing Organizations Where Biblical Values Thrive
Robert Lipps, Managing Partner
Healdsburg, CA
Phone: (415) 518-2515
Bob.Lipps@tentalentspartners.com
www.tentalentspartners.com

WORLD VISION, INC.

The United States Arm of the International Word Vision Partnership
Richard Stearns, President
Federal Way, WA
Phone: (253) 815-1000
rstearns@worldvision.org
www.worldvision.org

CLA Gold Members

CLA Gold Level Member organizations represent a vital organizational connection to the vision and mission of CLA, and take an important leadership role within the Alliance.
Membership: Contact Holly Rosario, Director of Member Services (949) 487-0900, ext. 116

ALABAMA BAPTIST CHILDREN'S HOMES/FAMILY MINISTRIES
Birmingham, AL
Phone: (205) 982-1112
www.abchome.org

AMERICA'S CHRISTIAN CREDIT UNION
Glendora, CA
Phone: (800) 343-6328
www.americaschristiancu.com

ASIAN ACCESS
Cerritos, CA
Phone: (626) 914-8990
www.asianaccess.org

ASSOCIATION OF CHRISTIAN SCHOOLS INTERNATIONAL
Colorado Springs, CO
Phone: (719) 528-6906
www.acsi.org

AVANT MINISTRIES
Kansas City, MO
Phone: (816) 734-8500
www.avantministries.org

BACK TO GOD MINISTRIES INTERNATIONAL
Palos Heights, IL
Phone: (708) 371-8700
www.backtogod.net

BAPTIST HOUSING
Delta, BC
Phone: (604) 940-1960
www.baptisthousing.org

BARNABAS FOUNDATION
Tinley Park, IL
Phone: (708) 532-3444
www.barnabasfoundation.com

BETHANY CHRISTIAN SERVICES
Grand Rapids, MI
Phone: (616) 224-7489
www.bethany.org

BIBLE LEAGUE INTERNATIONAL
Crete, IL
Phone: (708) 367-8500
www.bibleleague.org

BUCKNER INTERNATIONAL
Dallas, TX
Phone: (214) 758-8190
www.buckner.org

CALVARY CHAPEL OF FORT LAUDERDALE
Fort Lauderdale, FL
Phone: (954) 977-9673
www.calvaryftl.org

CARE NET
Lansdowne, VA
Phone: (703) 554-8743
www.care-net.org

CHRISTIAN CHILDREN'S HOME OF OHIO, INC.
Wooster, OH
Phone: (330) 345-7949
www.ccho.org

CHRISTIAN COMMUNITY ACTION
Lewisville, TX
Phone: (972) 219-4353
www.ccahelps.org

CHRISTIAN HEALTHCARE MINISTRIES
Barberton, OH
Phone: (800) 791-6225
www.chministries.org

CHRISTIAN MOTORSPORTS INTERNATIONAL
Gilbert, AZ
Phone: (480) 507-5323
www.teamrfc.org

CHRISTIANITY TODAY
Carol Stream, IL
Phone: (630) 260-6200
www.ChristianityToday.org

CHURCH OF GOD OF PROPHECY
Cleveland, TN
Phone: (423) 559-5100
www.cogop.org

COALITION FOR CHRISTIAN OUTREACH
Pittsburgh, PA
Phone: (412) 363-3303
www.ccojubilee.org

DAKOTA BOYS AND GIRLS RANCH
Minot, ND
Phone: (701) 839-7888
www.dakotaranch.org

E3 PARTNERS MINISTRY
Plano, TX
Phone: (214) 440-1101
www.e3partners.org

ENGLISH LANGUAGE INSTITUTE CHINA
Fort Collins, CO
Phone: (970) 530-3800
www.elic.org

FAITHSEARCH PARTNERS
Houston, TX
Phone: (713) 304-6870
www.faithsearchpartners.com

FLORIDA BAPTIST CHILDREN'S HOMES
Lakeland, FL
Phone: (863) 687-8811
www.fbchomes.org

HOPE FOR THE HEART
Plano, TX
Phone: (972) 212-9200
www.hopefortheheart.org

HUME LAKE CHRISTIAN CAMPS, INC.
Hume Lake, CA
Phone: (559) 305-7770
www.humelake.org

ICU MOBILE
Akron, OH
Phone: (330) 745-4070
www.icumobile.org

INSURANCE ONE AGENCY
Dallas, TX
Phone: (469) 726-4593
www.insuranceoneagency.com

INTERNATIONAL CHURCH OF THE FOURSQUARE GOSPEL
Los Angeles, CA
Phone: (213) 989-4431
www.foursquare.org

INTERNATIONAL MINISTRIES
Valley Forge, PA
Phone: (610-768-2311
www.internationalministries.org

INTERVARSITY CHRISTIAN FELLOWSHIP
Madison, WI
Phone: (608) 443-3711
www.intervarsity.org

JONI AND FRIENDS
Agoura Hills, CA
Phone: (818) 575-1719
www.joniandfriends.org

KNOX AREA RESCUE MINISTRIES, INC.
Knoxville, TN
Phone: (865) 673-6561
www.karm.org

LAKESIDE EDUCATIONAL NETWORK
Fort Washington, PA
Phone: (215) 654-9414
www.lakesidelink.com

LIFEWAY RIDGECREST CONFERENCE CENTER
Ridgecrest, NC
Phone: (828) 669-3596
www.ridgecrestconferencecenter.org

MILWAUKEE RESCUE MISSION
Milwaukee, WI
Phone: (414) 344-2211
www.milmission.org

MISSION AVIATION FELLOWSHIP
Nampa, ID
Phone: (208) 498-0800
www.maf.org

MISSION INCREASE FOUNDATION
Portland, OR
Phone: (503) 639-7364
www.missionincrease.org

MISSION TO CHILDREN, INC.
Escondido, CA
Phone: (760) 839-1600
www.missiontochildren.org

MOMS IN PRAYER INTERNATIONAL
Poway, CA
Phone: (858) 486-2528
www.momsinprayer.org

MOODY BIBLE INSTITUTE
Chicago, IL
Phone: (312) 329-4000
www.moody.edu

MOPS INTERNATIONAL, INC.
Denver, CO
Phone: (303) 733-5353
www.mops.org

NORTH AMERICAN BAPTIST CONFERENCE
Roseville, CA
Phone: (916) 797-6222
www.nabconference.org

ONE MISSION SOCIETY
Greenwood, IN
Phone: (317) 888-3333
www.onemissionsociety.org

PINE COVE CHRISTIAN CAMPS
Tyler, TX
Phone: (903) 561-0231
www.pinecove.com

PIONEERS
Orlando, FL
Phone: (407) 382-6000
www.pioneers.org

RESCUE MISSION ALLIANCE
Oxnard, CA
Phone: (805) 487-1234
www.erescuemission.org

SAMARITAN'S PURSE
Boone, NC
Phone: (828) 262-1980
www.samaritan.org

SEATTLE'S UNION GOSPEL MISSION
Seattle, WA
Phone: (206) 723-0767
www.ugm.org

STOLLER FOUNDATION
Houston, TX
Phone: (713) 461-5012
www.stollerfoundation.org

STONECROFT MINISTRIES
Overland Park, KS
Phone: (913) 766-9100
www.stonecroft.org

THE CHRISTIAN AND MISSIONARY ALLIANCE
Colorado Springs, CO
Phone: (719) 599-5999
www.cmalliance.org

THE EVANGELICAL ALLIANCE MISSION
Carol Stream, IL
Phone: (630) 653-5300
www.team.org

THE GIDEONS INTERNATIONAL
Nashville, TN
Phone: (615) 564-5000
www.gideons.org

THE SALVATION ARMY — TORONTO CANADA & BERMUDA
Toronto, ON
Phone: (416) 422-6145
www.salvationarmy.ca

THE SALVATION ARMY - MASSACHUSETTS DIVISION
Canton, MA
Phone: (339) 502-5935
www.salvationarmyma.org

TRANS WORLD RADIO
Cary, NC
Phone: (919) 460-3700
www.twr.org

VENTURE CHRISTIAN CHURCH
Los Gatos, CA
Phone: (408) 997-4600
www.venturechristian.org

VOLUNTEERS OF AMERICA
Alexandria, VA
Phone: (703) 341-5084
www.voa.org

WATER STREET MISSION
Lancaster, PA
Phone: (717) 393-7709
www.wsm.org

WORLD GOSPEL MISSION
Marion, IN
Phone: (765) 664-7331
www.wgm.org

YORK COLLEGE
York, NE
Phone: (800) 950-9675
www.york.edu

By Christine Talbot

Culture Change

It's where new strategy starts.

"Culture eats strategy for lunch."

MANY VERSIONS OF THIS MAXIM, attributed to heralded business leaders, all point to the same caution for leaders implementing strategy and change. Do not underestimate the power of the existing culture — practices and values that underlie the organization and to which staff members consciously and unconsciously adhere. Unfortunately, there is a very high failure rate for organizational change initiatives, which most often fall short of their intended outcomes. This further reinforces caution. So, how can leaders guide their organizations through strategy changes that require changes in culture?

1. **Admit your beginning assumption about culture and change.** Most leaders lean towards one reaction or another when planning change — "that culture thing is too ambiguous; it can't be addressed" or "it's my biggest worry and fear." Like any authentic basis for personal change, a sober acknowledgement of underlying beliefs is a necessary early step. If you believe that culture just can't be reckoned with, then you will be at risk to undermanage the role of the current culture to trump change. If you are fearful, it may paralyze the best of your leadership through the cultural aspects of the change. What do you believe about addressing culture change as you plan for strategy change?

   "Therefore, preparing your minds for action, and being sober-minded, set your hope fully on the grace that will be brought to you at the revelation of Jesus Christ" (1 Pet. 1:13, ESV).

2. **Secure a realistic assessment of where your organization's cultural norms will aid or block your strategy change.** One of the best ways to gain this assessment is to identify and engage trusted truth tellers, applying the wisdom of Proverbs 15:22, *"Plans fail for lack of counsel, but with many advisors they succeed."* Advisers who have the ability and courage to articulate the culture and project how it will impact your plans are critical to your planning. They may be two or three layers deep in the organization. Whether a focus group, or informal conversation with those whom you already have an established relationship, these astute individuals can provide the needed assessment. There are also change management tools that accomplish a formal assessment.

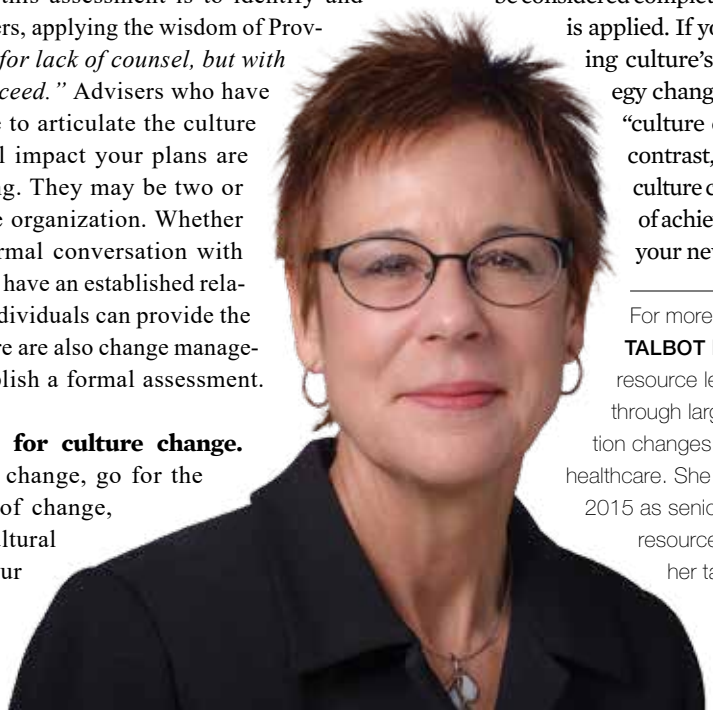
3. **Wisely choose areas for culture change.** When tackling culture change, go for the highest impact levers of change, while preserving the cultural aspects that support your core mission. What would be the most powerful cultural changes that could act as a catalyst for adoption of the strategy? For example, if you want to shift from an activity culture to a results culture, you might implement goal setting and performance feedback. If the diagnosis reveals that goals are treated as optional, with minimal leader accountability for goal and strategy alignment, you can begin to shift your culture by instituting a good process, implementing training and providing visible leadership for goal setting and feedback. God, who gives liberally, will provide the insights needed to identify such catalysts in your organization.

   "If any of you lacks wisdom, you should ask God, who gives generously to all without finding fault, and it will be given to you" (James 1:5).

4. **Prepare to speak forthrightly to required culture changes.** If there are aspects of your organization culture that must change to realize the benefits of the strategy change, then clearly call out those cultural characteristics in a manner provided in Ephesians 4:15, *"Instead, speaking the truth in love, we will grow to become in every respect the mature body of him who is the head, that is, Christ."*

   Using a "from – to" and "so – that" set of statements is one way to provide clarity. For example, "we must move from operating in silos to operating as a unified group so that we create end-to-end solutions to improve the donor experience."

The topic of addressing culture in order to make successful strategy change warrants the engagement of professionals with expertise in this area. No change plan can be considered complete until the culture change lens is applied. If you underestimate your existing culture's power to derail your strategy change, then you too will find that "culture eats change for lunch." If by contrast, you implement the required culture change, you'll increase the odds of achieving the intended outcomes of your new strategy.



For more than 25 years **CHRISTINE TALBOT** has worked as a human resource leader in support of leaders through large-scale industry and organization changes in telecommunications and healthcare. She joined World Vision U.S. in 2015 as senior vice president of human resources, realizing a dream to apply her talents to full-time ministry.