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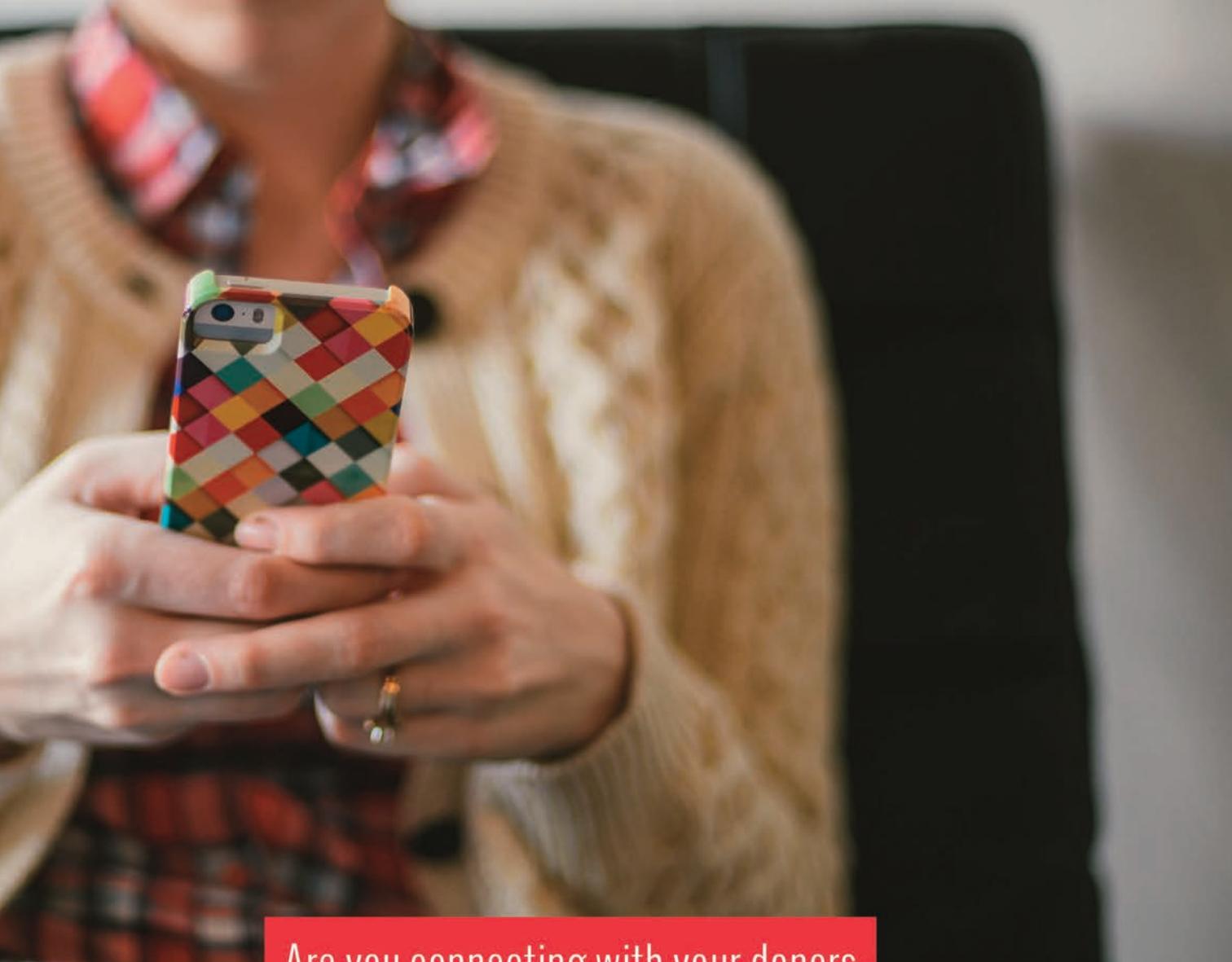
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The Magazine of Christian Leadership Alliance



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Perspectives: 40 Years of Alliance

*“Let us hold unwaveringly to the hope we profess, for he who promised is faithful.
And let us consider how we may spur one another on toward love and good deeds...”*
(Heb. 10:23–24)

IN 2016, CHRISTIAN LEADERSHIP ALLIANCE (CLA) celebrates 40 years of equipping and uniting leaders to transform the world for Christ. Through these years, CLA has consistently sought to spur Christian leaders on toward the love and good deeds to which Christ has called us. The strength of this Alliance is our shared commitment to honoring and glorifying Christ, and the unity of our zeal for personal and organizational excellence.

The theme of this edition of *Outcomes* is “Perspectives.” It offers perspectives on Christian leadership past, present and future. You will hear from some of CLA’s pioneers. You’ll benefit from time-tested reflections on Christian leadership. And you will gain insight from dedicated leaders on the front lines of love and good deeds around our world today.

Ultimately this Alliance is about you and your calling as a Christian leader. It’s an honor for us to serve Christ by equipping and uniting leaders like you for this vital kingdom work. We’re thankful for those who have made CLA what it is today, and we look expectantly to what God has planned in the future.

“Let us hold unwaveringly to the hope we profess” as we forge ahead, following the faith-filled footsteps of those who have gone before.

W. Scott Brown

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 We hope you’ll join us at The Outcomes Conference:
CLA Dallas 2016, April 19–21 (OutcomesConference.org).



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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.

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A Vision for Excellence

CLA's pioneers reflect on 40 years of organizational impact.

THE MISSION OF CHRISTIAN LEADERSHIP ALLIANCE (CLA) is to equip and unite leaders to transform the world for Christ. In 2016, CLA celebrates its 40th anniversary.

Recently, CLA President and CEO Tami Heim interviewed three of CLA's founding members: **Alan Bergstedt**, CLA's first president; **Dr. James (Jim) Canning**, CLA's second president; and **Dean E. Hazelton**, CLA's third president. (See bios at end of article.) Heim asked these leaders to reflect on CLA's founding and impact.

On March 20, 1976, a group of 20 Christian leaders met for the first time in a small meeting room at the Rodger Young Auditorium in Los Angeles. That became the first of many meetings of the then Christian Financial Executives Association. That organization later held the names Financial Executives of Christian Organizations, and Christian Ministries Management Association. In 1991 the organization was renamed as the Christian Management Association. In 2008, the Christian Management Association and the Christian Stewardship Association came together to create what is today Christian Leadership Alliance.

What inspired that very first meeting and the founding of Christian Leadership Alliance?

Jim Canning: In the 1970s I worked for a major audit firm, and we had a few Christian ministries as clients. But most nonprofits were not audited at that time and there were some major scandals in the 1970s. That got everybody excited about accountability, proper bookkeeping, audits, that kind of thing.

In the meantime, Alan Bergstedt was the chief financial officer of World Vision. As fellow CPAs, we formed a good friendship. We both saw that one of the challenges in nonprofits, particularly smaller ones, was that most of the people involved did not really have a strong business background. In the '60s very few if any Christian colleges taught business courses.

Alan and I thought it would be helpful to bring together those who are involved in the business side of ministry in order to encourage them. In those days if you were the missionary you were at the top; if you were the business administrator you were second class. We wanted to encourage people, but also to provide training in management and finance that they may not have received.

Alan Bergstedt: Yes. A lot of the people we were meeting in Christian organizations had grown up into responsibility, management and leadership in those organizations, but they did not have any outside business experience. So what they knew was from their own work in that ministry.

I had come from 10 years of business experience in Chicago

and from service with Wycliffe Bible translators in the Philippines, so I had already had some experience of merging business insight and missions. It was with that background that we talked and agreed that there was a definite need to help the management of Christian organizations to develop their own application of best practices in their organization. That was at the heart of what was in our spirit as we got together.

Dean Hazelton: I agree. Often we were the only people in our organizations expected to have all the business and financial expertise. So it was really a welcome thing to have these meetings and then to have the organization come about from that.

Any recollections of that first meeting?

Alan Bergstedt: I ran the meeting. My focus was on getting feedback from attendees as to whether they found value in the relationships, dinner together and listening to a speaker. Did they feel like this was worthwhile to do on a regular basis? I came to the meeting that evening fully convinced that it was, so I was happy that we got affirmation from the people who were there that, yes, they would like to continue to meet together.

Jim Canning: We had 20 people there. You know, usually something that small would be just very close friends. But if you look at the breadth of people we had there, there was something attracting them right from the start.

We had TransWorld Missions, William Carey Institute, Worldwide Pictures (affiliated with Billy Graham), World Literature Crusade, Moody, Fuller Theological Seminary, Campus Crusade for Christ, Far East Broadcasting Company, Wycliffe Bible Translators and more.

Alan Bergstedt: And most of us didn't know more than a couple of the others.

Jim Canning: Another beautiful thing is at the meeting Alan asked if we would like to get together again. We had 20 at the first meeting. At the second meeting we had 37. And we didn't send out any mailing. People talked to one another and saw immediately that it was something they wanted to be part of. It almost doubled within a couple of months.

Dean Hazelton: I think it jumped into the 60s for the third meeting.

When you were coming together, what issues were you seeking to address?

Jim Canning: We saw a need for encouraging one another because back in the '70s, accounting, management and the like weren't affirmed as they are today, except from people like World Vision's Ted Engstrom.

We wanted to encourage people and provide training that they didn't get earlier in their careers.

Alan Bergstedt: Later, after that Rodger Young series

of meetings, we met at World Vision sometimes. That gave attendees a chance to have a tour around. That was in the days when a computer filled a room and didn't do much. But, at least it gave people from smaller organizations exposure to what was happening in the computer and technology area.

I always remember how wonderful it was to have the relationships with Jim, Dean and all the others. That I think is a key for all of us, the relationships we built. We benefited by being members of CLA.

When you look back at these past 40 years, what has been CLA's greatest contribution?

Dean Hazelton: I believe that the professionalism has grown enormously, and to the good of the industry. Today it's not uncommon to find ministries with multiple CPAs, HR professionals and lawyers. That wasn't the case back then.

Jim Canning: As Dean says, it has really upgraded the professionalism. And just like you can't be a lawyer without being part of the American Bar Association and you can't be a CPA without being part of The American Institute of CPAs, I think CLA has become a professional association for those in ministry.

With CLA, people won't say, "They don't know my reality" because the courses are taught by people who have been where they are, who are where they are, and who can relate to them.

Alan Bergstedt: I think one of the big contributors to CLA's impact has been the training. The first time we had the annual conference, I think we had around 200 people at the Rodger Young auditorium. It was in that first year. I taught a seminar on budgeting. And it was like, "Wow." There were a lot of people there who wanted to find out more about budgeting. Nonprofit organizations maybe had leaders who said "let's go by faith." They had not implemented disciplined budget processes at that time.

Jim Canning: One of the things I think we helped bring was the fact that management, handling your affairs in an honorable way, is biblical. We have been able to put a biblical foundation under good management.

Alan Bergstedt: There was a spillover effect of the training sessions too, because at the time of the early beginnings of CLA, new organizations were also getting started. Just down the street from World Vision, Jim Dobson was starting Focus on the Family. His leaders participated in our training sessions. Their eyes were opened to some things that they hadn't thought about before.

The relationships built at the training conferences provided a bridge for people to ask questions. The COO for Dobson called me at World Vision and asked, "We want to expand to more radio stations; how do you budget for expansion?" So I went over a couple times for an extended lunch with him and showed him how to think through budgeting their income for expansion.

Jim Canning: CLA provided people who had a question like that, and who might not have known who to go to before, a place to ask for help without being embarrassed.

Dean Hazelton: Every time somebody asks me the greatest benefit of the (CLA) conference, I tell them it's the networking. I think that supplements the training you get. You meet people. You form friendships. You can then call them up. You're not afraid to share the problem with them because you know them.

When we started it wasn't that larger organizations knew everything and smaller organizations didn't. We learned from each other. Sometimes a small organization had new ideas that nobody else had, or had taken things further than anyone else. And there are things that larger organizations have put a lot of thought into that other organizations can learn from. There is great synergy. It isn't a one-way street.

What encouragement would you give today's CLA members?

Jim Canning: You're doing something that nobody else is doing. There's no group that I know of in the Christian community that provides the extensive amount of training, networking, encouragement, etc., to now literally thousands of organizations and people. CLA has grown along with the parachurch movement, but it has grown on its own. There's nothing forcing people to come to CLA. It's all there because you're meeting a need.

Alan Bergstedt: Following on Jim's affirmation that CLA is unique, every member of CLA is also unique. So the networking that Dean referred to and the training and the relationships all come together like a stable three-legged stool for people. ●



ALAN BERGSTEDT began consulting as a CPA and as an advertising agency CFO. He then served internationally with Wycliffe Bible Translators in leadership positions for 10 years and later as the vice president of finance/CFO for World Vision for 10 years. Alan provides strategic planning services for many Christian ministries through Visionary Management Group, a consulting firm he started. He has an MBA in marketing from Pepperdine.



DR. JIM CANNING, a CPA by training, has worked with many churches and other ministries over the years. He served as vice president of finance/CFO of World Vision International for 15 years and as a professor in the Crowell School of Business at Biola University. He has an MBA and Ph.D. in management and a degree in Christian education. In 2014, he was named CLA Consul for lifetime service to CLA/nonprofit leadership.



DEAN E. HAZELTON served in Christian nonprofit organizations for more than 43 years, beginning with Campus Crusade for Christ. He served as director of finance at World Literature Crusade (now Every Home for Christ), and completed 31 years of service at World Vision, U.S., as vice president of finance. He holds an undergraduate degree in business/accounting, and a graduate degree in biblical studies.

Leading Into the Future

Three keys to a Christ-centered perspective

“For as he thinks in his heart, so is he...” (Prov. 23:7, NKJV)

YOUR LEADERSHIP PERSPECTIVE determines how you lead others into the future. Action is an automatic response to what is on the mind and in the heart. This shift from being to doing happens so fast you often miss the moment your action was simply a thought. The connection and consequences between what’s inside and its outward expression carry profound weight for a leader assigned to kingdom outcomes.

“Keep your heart with all diligence, for out of it spring the issues of life.” (Prov. 4:23, NKJV) Leading from a Christ-centered perspective is dependent on how diligently you choose to seek God, obey the truth and discern time: past, present and future.

SEEK GOD

Leaders who seek to follow the example of Christ testify to the heart-altering impact of time spent before the Father in study, prayer, waiting and listening. Jesus sought time alone with God to gain perfect alignment. Jesus models a visible and consistent example. We read about how he separated from others so he could be wholly present before God. *“Now in the morning, having risen a long while before daylight, He went out and departed to a solitary place; and there He prayed.”* (Mark 1:35, NKJV)

Can you expect to gain a Christ-like leadership perspective if you are not willing to invest the sacrificial time required to seek the Father like Jesus did?

OBEY TRUTH

As a result of Jesus’ consecrated time alone with the Father, God’s purpose, power and glory were revealed. His life was marked with instant and intentional obedience. *“I can of Myself do nothing. As I hear, I judge; and My judgment is righteous, because I do not seek My own will but the will of the Father who sent Me.”* (John 5:30, NKJV) Jesus’ united perspective with the Father governed his actions, from beginning to end. *“And being found in appearance as a man, He humbled Himself and became obedient to the point of death, even the death of the cross.”* (Phil. 2:8, NKJV)

Jesus’ relentless desire to do the will of the Father

unleashed for those who believe — grace, forgiveness, redemption and the hope of eternity. As his instrument of righteousness, aren’t you commissioned to do the same? James exhorts, *“But be doers of the word, and not hearers only, deceiving yourselves.”* (James 1:22, NKJV)

DISCERN TIME

The past provides great context and lessons to be learned. George Santayana wrote in *The Life of Reason* (Univ. of Cal. Libraries, 1905), “Those who cannot remember the past are condemned to repeat it.” Scripture records the repeating pattern of sin, the character of God, promises fulfilled and the immeasurable depth of the Creator’s steadfast love. Those who ignore the past forfeit the wisdom it contains, and the ongoing evidence of God’s sovereignty. Those who linger in the past miss the power of God at work in their midst.

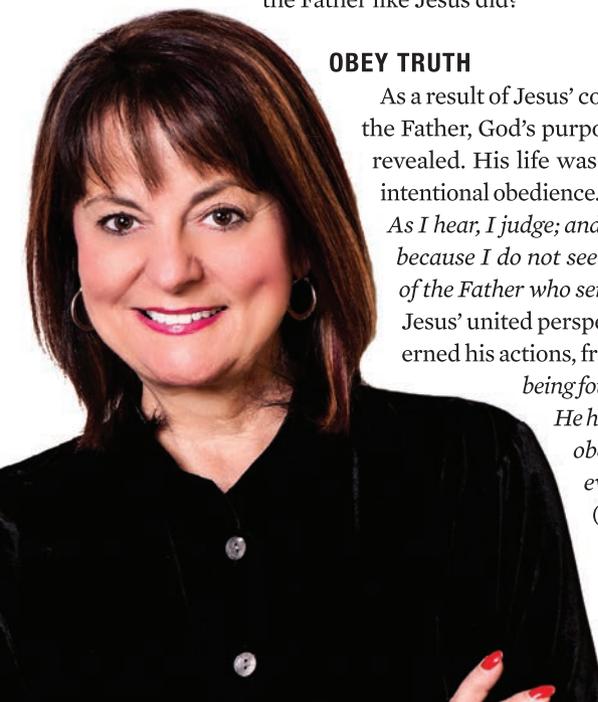
Today matters. Wholehearted surrender, and gratitude for current circumstances, ignites divine possibilities. The moment-by-moment stewardship of your presence, words, talents and resources becomes a holy act of worship. *“I beseech you therefore, brethren, by the mercies of God, that you present your bodies a living sacrifice, holy, acceptable to God, which is your reasonable service. And do not be conformed to this world, but be transformed by the renewing of your mind, that you may prove what is that good and acceptable and perfect will of God.”* (Rom. 12:1-2, NKJV)

As for the future, Christians exhort each other: “We know how the story ends! We win!” But the unknown remains in the countless details that must come to pass between the today you are given and that final day of promise. Leading to it requires great faith. *“Trust in the LORD with all your heart and lean not on your own understanding; in all your ways acknowledge Him, and He shall direct your paths.”* (Prov. 3:5-6, NKJV)

Commit your leadership perspective to God. Lead well into the future. Seek God, obey the truth and discern carefully the significance of time past, present and future. Remember, *“A man’s heart plans his way, but the LORD directs his steps.”* (Prov. 16:9, NKJV) ●

“Faith never knows where it is being led,
But it knows and loves the One who is leading.”
—Oswald Chambers, *My Utmost for His Highest*

TAMI HEIM, CCNL, is president and CEO of Christian Leadership Alliance. Her professional career includes executive leadership experience in the technology, marketing, publishing and retail industries. She has served as a partner in The A Group – Brand Development, executive vice president and chief publishing officer for Thomas Nelson Publishers, and as the president of Borders, Inc. (ChristianLeadershipAlliance.org)



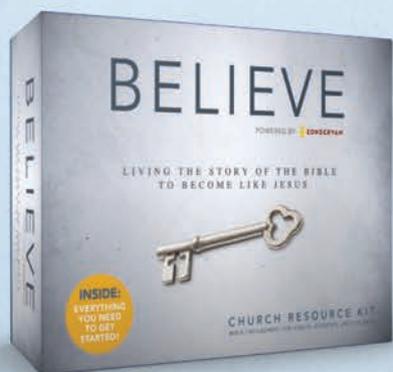
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A Legacy of Leadership The impact of CLA continues to grow.

MARK G. HOLBROOK is passionate about the integration of biblical principles into the workplace. He serves as the vice chairman of Christian Leadership Alliance's (CLA) board of directors, and as the board chair for ECFA. He has served in various leadership roles for CLA for more than 30 years, including service as board

chairman of the Christian Management Association, which in 2008 joined with the Christian Stewardship Association to form Christian Leadership Alliance.

Today, Holbrook serves as chairman of the board of managers of Ministry Partners Investment Company, LLC. Holbrook is the past president and CEO of the Evangelical Christian Credit Union (ECCU), a role he held from 1979 through 2015. He began his career with ECCU in 1975. He received his Bachelor of Arts degree from Biola University in 1973 and completed post-graduate studies at Chapman College.

Laura Leonard spoke with Holbrook about his experience in leadership with CLA, and his perspective on the impact this organization — which celebrates its 40th anniversary in 2016 — is having on Christian leadership today.

When and how did you first get involved with CLA?

Someone invited me to a chapter meeting at World Vision in Monrovia in 1979. I heard a speaker by the name of Steve Douglass, who was vice president of Campus Crusade for

Christ and is now president and CEO at Cru. I met a lot of great people and realized that CMA — at that time it was called Christian Management Association — aligned with my personal passion to apply biblical principles to my management of the organization where I was working. I saw that opportunity to connect with other Christian leaders and to begin to develop a framework for applying what I believed and the principles we all shared from God's Word to how we actually ran our Christian organizations.

What have you seen God doing through CLA over this time?

When I first got involved, the impression I had of Christian organizations' leadership was that there was a real gap in management competencies — in many organizations, not all — and the reason for that was pretty obvious: people weren't hired in Christian organizations based on their management skills. They

were involved in ministry because they had a passion for ministry. They wanted to see the world changed through faith in Christ; they wanted to see lives changed.

A lot of organizations struggled with internal conflict, with suboptimal financial management; they really had a number of issues around basic management principles that made it difficult for them to focus on ministry.

During the early years, and through these 40 years, many thousands of Christian leaders have gained new competencies and raised the bar for not only accountability that CLA can provide, but also the competencies to lead healthy Christian organizations.

How has CLA impacted your leadership?

I got involved in leadership on the board fairly early on, by 1985. Through CLA, I learned so many great principles and was mentored by other Christian leaders who helped me to really think through how to honor the Lord in leading a Christian organization. I see that throughout the Christian ministries that have been involved in CLA.

I see a higher standard and a higher expectation within Christian organizations, and stronger leadership.

AN INTERVIEW
WITH
MARK HOLBROOK

Milestones

DIED Vonette Bright, who cofounded Campus Crusade for Christ with her husband, Bill, from complications of acute leukemia. She wrote more than a dozen books and founded Women Today International. She was 89 years old.

DIED Ed Dobson, former senior pastor at Calvary Church in Grand Rapids, Mich.; Liberty University dean; Moral Majority board member; and author of multiple books, after a battle with ALS. He was 65 years old.

APPOINTED Lisa Blystra, as executive director of Crossroad Bible Institute. Blystra formerly served as a vice president at Prison Fellowship Ministries. Blystra replaces David Schuringa, who resigned in June after more than 15 years as president of the Grand Rapids-based prison ministry.

HEADLINES:

Outcomes Conference Marks CLA's 40th Anniversary

The Outcomes Conference: CLA Dallas 2016, April 19–21, will celebrate the 40th anniversary of Christian Leadership Alliance.

This annual Christian leadership conference will be held at the Hyatt Regency Dallas, and will feature more than 350 hours of training in eight leadership tracks, presented by proven practitioners and topical experts. CLA will also offer its annual CEO Forum and Christian Women in Leadership Forum during this event.

Speakers and special guests at this year's event include Dr. Tony Evans, Dr. Gregory Alan Thornbury, Dr. Michael Oh, Constance Padmore, Peter Greer, Ellie Lofaro, Steve Douglass, Judy Douglass, Rich Stearns, Dr. Doug Nuenke, Dr. Larry Acosta, Dr. Tim Elmore and more. As an attendee, you will receive "Perspectives" from leaders of some of today's most influential Christian organizations, and practical, biblically based insights on leading in today's world. Learn more and register at (OutcomesConference.org).

SCORECARD

THE DISCIPLESHIP GAP

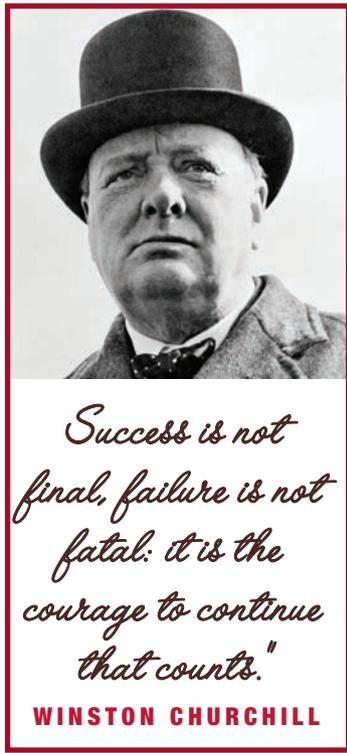
In a recent Barna Group study on discipleship sponsored by The Navigators and NavPress, less than one percent of pastors agreed with the statement that “today’s churches are doing very well at discipling new and young believers.” The study identified what both practicing Christians (those who identified their faith as very important to them and have attended church in the last month) and nonpracticing Christians (Christians who have attended church in the past six months and consider spiritual growth important) consider to be the biggest barriers to their personal spiritual growth.

TOP BARRIERS TO SPIRITUAL GROWTH

Barrier: Percent of practicing Christians / Percent of nonpracticing Christians

General busyness of life	23/22
Spiritual growth will require a lot of hard work	16/13
My friends are not as interested in spiritual things	11/8
I don’t want to think about mistakes I’ve made in the past	10/12
I’ve had bad experiences with groups or individuals	9/16
I don’t want to get too personal with other people	9/15
I have other more important priorities right now	8/10
I can’t find a good church or Christian community	6/16

For more information on this study, go to (<http://tinyurl.com/h66lbbt>)



The latest news for today’s Christian leaders

Get Credentialed in Christian Nonprofit Leadership!

CLA’s Credential in Christian Nonprofit Leadership (CCNL) continues to grow. New recipients of the CCNL Credential will be recognized during the closing night banquet at CLA’s Outcomes Conference: CLA Dallas 2016. And Outcomes Conference attendees who register for CCNL can receive up to 40 of the 100 points required for CCNL, through training at this event!

Cate Given, CCNL, director of human resources for Joni and Friends, captures the uniqueness of this professional credential program: “The CCNL program offered through the CLA has become an important component of a comprehensive leadership development process at Joni and Friends. The CCNL modules provide practical takeaways that are immediately applicable on the job. These classes reinforce our ministry’s focus on servant leadership, which is core to our Lead Like Jesus culture. Several of our employees have already received their CCNLs and we currently have 17 staff members either participating in or registered for the program. We are excited to see how God will use their ‘outcomes’ for his kingdom.”

Learn more and register to secure your professional CCNL credential (ChristianLeadershipAlliance.org/CCNL)

Outcomes Mentoring Network

Be mentored in 2016 by a proven Christian nonprofit leader. CLA’s Outcomes Mentoring Network features mentors with an average of 28 years of ministry or other professional leadership experience. (OutcomesMentoring.org)

SIM, DSA Acknowledged for “Pray to End Ebola” Campaign

SIM, an international Christian mission organization based in Charlotte, was awarded a 2015 Nonprofit PRO Gold Award for Fundraising Excellence for its “Pray to End Ebola” campaign. (nonprofitpro.com)

The campaign, conceived by SIM and designed/executed by Douglas Shaw & Associates, received a near-perfect score from judges, and won the “On the Edge” award for “pushing the envelope” in multi-channel fundraising.

“Our mission to minister to those affected by Ebola in West Africa was not just a mission of financial need,” said Bruce Johnson, president of SIM, USA. “We also needed to engage people through a call to prayer.”

As the Ebola crisis escalated, SIM had to relocate staff and evacuate critically ill personnel, which caused a sudden spike in expenses. The campaign appealed for support and quickly raised \$400,000. As the epidemic continued,

people were invited to join in a dedicated week of prayer for an end to Ebola. The multi-channel campaign of online, offline and radio media cost approximately \$40,000.

“The effectiveness of this campaign comes from its ability to reach people quickly, through multiple communication channels,” said Doug Shaw, chairman, Douglas Shaw & Associates.

Open Doors Releases 2016 World Watch List

Open Doors USA, a nonprofit organization focused on serving persecuted Christians around the world, released its annual World Watch List in January.

The number of Christians killed for their faith last year rose dramatically, from 2,123 in 2013 and 4,344 in 2014, to 7,000 in 2015. These numbers do not include countries like North Korea or parts of Iraq and Syria, where it is difficult to obtain accurate numbers. Church attacks were also on the rise, up to 2,400, or more than double the 2014 number.

The list pulls data from reports from November 1, 2014, to October 31, 2015. The annual list is audited by the International Institute for Religious Freedom. For more, go to (<http://tinyurl.com/zwfwbst>).

THE ALLIANCE AT WORK

"For we are God's handiwork, created in Christ Jesus to do good works, which God prepared in advance for us to do." (Eph. 2:10)



PHOTOS COURTESY OF THE NAVIGATORS, TEEN CHALLENGE, AZUSA PACIFIC UNIVERSITY, WORLD VISION, CRU, THE SALVATION ARMY, CRISTA AND COMPASSION INTERNATIONAL.

These are a few snapshots of the transformative work that the thousands of Christian Leadership Alliance members do in the name of Jesus Christ each and every day!



CHRISTIAN LEADERSHIP ALLIANCE

TRANSFORMING THE WORLD FOR CHRIST

By W. Scott Brown

On March 20, 1976, a meeting was held that would change the trajectory of the Christian ministry world. On that evening, 20 Christian leaders came together in a small room in Rodger Young Auditorium in Los Angeles with a shared desire for the pursuit of excellence in Christian ministry. Little did they know that this meeting would plant the seed that would eventually grow to become what is today Christian Leadership Alliance (CLA).

This year marks the 40th Anniversary of CLA, an organization that equips and unites leaders to transform the world for Christ. For us here at CLA, it's all about God and his glory, and we're honored to have been a part of his work for these past 40 years. We also eagerly anticipate the great kingdom opportunities to come.

As I reflect on these 40 years of impact for the leaders and organizations comprising CLA, I am reminded of Frank Capra's classic 1946 Christmas film *It's a Wonderful Life*. The film tells the story of George Bailey, played by Jimmy Stewart. He is a man who questions his life's impact and meaning. With some angelic assistance, Bailey gains perspective on how different his community would be without his influence. Instead of an idyllic community resulting from Bailey's tireless and sacrificial efforts to help others, it would, without Bailey, be marked by hopelessness, poverty and vice. George Bailey learns that his indeed is a "wonderful life" of lasting impact for good.

I think we need that sort of perspective for the work that we as Christian leaders do each day. Our efforts in the name of Christ change our world for the better. During the past 40 years, the Christian ministries and leaders comprising CLA truly have transformed our world. Simply put, many are flourishing today because of leaders who have served as the hands and feet of Jesus Christ to a world in need.

In Matthew 5:13-15, our Lord Jesus called us to this ministry of salt and light:

"You are the salt of the earth. But if the salt loses its saltiness, how can it be made salty again? It is no longer good for anything, except to be thrown out and trampled underfoot.

You are the light of the world. A town built on a hill cannot be hidden. Neither do people light a lamp and put it under a bowl. Instead they put it on its stand, and it gives light to everyone in the house."

Christians are the salt that preserves, and the light that illuminates our world. I recently finished reading Dr. John R.W. Stott's classic book *The Message of the Sermon on the Mount* (InterVarsity Press, 1978). I was once again struck by the beautiful, compelling and radical nature of Jesus' message in the Sermon on the Mount (Matt. 5-7). In it, Jesus is countercultural, calling his followers to think higher and live differently from the world. I see that culturally transformative spirit of mercy, grace and peace in the incredible work that Christian ministries are doing here in the U.S. and around the world today.

Often the world paints a negative view of Christians. In an increasingly divided society that shouldn't surprise us. But those caricatures of Christians simply aren't true. Throughout history, the church has led the way in caring for the less fortunate in our world. Thanks to the leaders and organizations comprising CLA, that is still the case today. As we each pursue our unique calling in Christ's kingdom, we're helping to advance the work that our Lord Jesus announced as he began his ministry here on earth:

"He went to Nazareth, where he had been brought up, and on the Sabbath day he went into the synagogue, as was his custom. He stood up to read, and the scroll of the prophet Isaiah was handed to him. Unrolling it, he found the place where it is written:

*'The Spirit of the Lord is on me,
because he has anointed me
to proclaim good news to the poor.
He has sent me to proclaim freedom for the prisoners
and recovery of sight for the blind,
to set the oppressed free,
to proclaim the year of the Lord's favor.'*

Then he rolled up the scroll, gave it back to the attendant and sat down. The eyes of everyone in the synagogue were fastened on him. He began by saying to them, "Today this scripture is fulfilled in your hearing." (Luke 4:16-21)

CLA members join Christ today in this world-transforming work. We see it when World Vision leads international development efforts and steps to the front lines to care for Syrian refugees, or when Compassion International betters the lives of sponsored children worldwide. We see it when The Salvation Army cares for individuals in every U.S. zip code and beyond. We see Christ's work continue as CRISTA serves people in a myriad of ways globally, or as Cru uses "The JESUS Film" to share the gospel with the unreached. We hear echoes of Christ's words when The Navigators takes people deeper into God's Word, or when Teen Challenge helps young people make successful life transitions. We see it when Azusa Pacific University equips a new generation of Christian leaders. These are but a few examples of the "salt and light" exhibited every day through the thousands of CLA members.

Many of the leaders who comprise CLA may never be known at the international level, but they make a profound impact in their communities. They're first responders to international disasters, offering aid and hope. They lead pregnancy centers that offer life and a new paradigm for women in crisis. They care for prisoners. They rescue those who have been trafficked and enslaved. They feed, house and assist the homeless. They minister to the disabled. They protect orphans and foster children, and encourage adoption. They educate the leaders of tomorrow. They take the gospel to the four corners of the earth. They offer counsel and spiritual guidance. They pursue biblically consistent public policy. They lead local churches that build up believers, and they guide successful businesses that advance the missional work of the kingdom. This alliance covers the spectrum of kingdom work and is truly transforming our world for Christ.

With the turmoil we see in our world today, there is a greater need than ever for the leadership of all of you who are a part of CLA. This is your time. You were called for this very moment! Remember the Apostle Paul's words: *"And God is able to bless you abundantly, so that in all things at all times, having all that you need, you will abound in every good work."* (2 Cor. 9:8)

CLA – EQUIPPING AND UNITING

Here at CLA we're honored to serve God in helping provide *"all that you need."*

CLA is an alliance of like-minded individuals, united in the belief that Christian leadership should be marked by wise stewardship and a quest for continuous improvement. Our impact is seen in the improved outcomes of those who benefit from CLA's resources and leadership experiences. CLA provides "higher thinking" to elevate the vision and skills of Christian leaders. We advocate God honoring steward leadership, and provide the best in practical, biblically based training, led by seasoned practitioners who are experienced in their work and committed to Christ.

We salute the visionaries who launched this organization. Today, CLA equips and unites leaders in innovative ways that

might amaze the 20 individuals who attended that first meeting 40 years ago.

CLA's annual Outcomes Conference offers leaders more than 350 hours of training in eight leadership tracks, and dynamic plenary speakers. We also provide high-quality leadership training through CLA's Outcomes Academy (Online), built on a dynamic Azusa Pacific University College platform. We offer monthly CLA Webcasts, with one-hour topical discussions. We feature Christian thought leaders in *Outcomes* magazine each quarter, and in CLA's monthly *OutcomesOnline* newsletter. And CLA's Credentialed Christian Nonprofit Leader (CCNL) program recognizes those equipped to lead nonprofits with excellence.

Uniting Christian leaders is critical, and we see the power of that biblical community each year at CLA's Outcomes Conference. We also provide Proverbs 27:17 *"iron sharpens iron"* experiences for leaders, like our Leader2Leader peer networks that are taking root across the nation, and our state-of-the-art Outcomes Mentoring Network, which helps leaders leave a lifelong legacy by mentoring the next generation.

In today's world, digital technology is changing everything. CLA embraces the digital revolution. We have launched CLATV, a 24/7 eStation featuring some of the most compelling voices in Christian leadership. We share powerful leadership insights digitally every day. CLA's weekly blog offers thought-provoking leadership perspectives, while CLA's daily digital newspaper gathers and distributes innovative thinking on Christian leadership. CLA also engages daily on LinkedIn, Twitter, Facebook, Google+, Pinterest and more.

CLA has also launched Outcomes 365, a customized year-long experience to provide a path to personal leadership excellence. It combines nine of CLA's learning experiences and is featured on the new (Leadership.Bible).

We've come a long way since that first CLA meeting back in 1976, but we still hold firmly to the same guiding biblical principles that have energized Christian Leadership Alliance since its founding. We thank God for what he has done and seek his guidance as we continue to equip and unite leaders to transform the world for Christ in the years to come.

W. SCOTT BROWN is vice president of leadership experiences and resources for Christian Leadership Alliance. He is also editor of *Outcomes* magazine and *Outcomes Online*. He holds a bachelor's degree from Liberty University, and master's degrees in communications: journalism/public affairs from The American University and in liberal arts from St. John's College.

Christian Leadership Alliance (CLA) represents world-changing leaders from Christian nonprofit ministries, churches, businesses and educational institutions. CLA unites, trains and equips Christian leaders to think higher for greater kingdom gain. To learn more, visit (ChristianLeadershipAlliance.org).

 Don't miss CLA's 40th anniversary celebration at The Outcomes Conference: CLA Dallas 2016, April 19-21. (OutcomesConference.org) Experience CLA's dynamic workshops, seminars and courses, and meet some of the pioneers who helped make CLA a reality.

Christian Leadership Alliance has a rich history. Many dynamic leaders have invested in this organization through the years. The name has changed several times, but the dedication to providing Christian leaders with the best in leadership training and resources has always been at the forefront of all we do.

It all began on March 20, 1976, when a group of 20 people met for the first time in a small meeting room inside the old Rodger Young Auditorium in Los Angeles. CLA salutes these 20 pioneers for igniting a movement that would become Christian Leadership Alliance.

Jim Adams

Moody Institute of Science

Beth Altig

Trans World Missions

Bill Altman

Ernst and Whinney

Alan Bergstedt(1st CLA president)
World Vision**Jim Bramer**

Bramer Accountancy

Jim Canning(2nd CLA president)
Ernst and Whinney**Don Hamilton**

William Carey Institute

John Harrell

Coordinated Security Cons.

Victor Hausmaninger

World Wide Pictures

Dean E. Hazelton(3rd CLA president)
World Literature Crusade**Fred Hilst**

The Bible Tabernacle

Lew Humphrey

Moody Institute of Science

Jack Kerr

Personal Christianity

Lee Merritt

Fuller Theological Seminary

Dick Monsma

Campus Crusade for Christ

Ivan Pendell

World Literature Crusade

Linda Pritchett

Trans World Missions

Bob ReynoldsFar East Broadcasting
Company**James Schmook**

Christian Resource Org.

Oran West

Wycliffe Bible Translators

A HISTORY OF CLA'S NAMES

Christian Leadership Alliance has held several names through the past 40 years:

1976 – Christian Financial Executives Association**1978 – Financial Executives of Christian Organizations****1983 – Christian Ministries Management Association****1991 – Christian Management Association****2008 – Christian Leadership Alliance***

*In 2008, **Christian Management Association** and **Christian Stewardship Association** joined to form **Christian Leadership Alliance**. Each organization held a rich history and shared commitment to Christian leadership excellence. This union created a synergy of purpose and steward leadership mindset that energizes CLA today.

For a comprehensive CLA history timeline, visit ChristianLeadershipAlliance.org/our-history.

“It is no surprise that Christian Leadership Alliance is celebrating 40 years of success. They remain deeply committed to uniting, equipping, and empowering kingdom-focused men and women across the nation to accomplish great things for God’s glory. Through innovation and dedication, CLA has built up and empowered a strong army of world changers. I look forward to seeing what God does through this great organization in the next 40 years!”

Frank J. Lofaro, President/CEO (2006–2011)
CEO, Prison Fellowship International



“Technology has changed everything – but, really, not much has changed across the leadership/management landscape in ministries and churches. Peter Drucker’s five questions are even more relevant, especially: “What does the customer value?” and “What are our results?”

CLA is needed now more than ever to serve every new decade and generation of ministry leaders, managers, board members, volunteers and donors. I’m still a huge fan of the power of associations because we must do kingdom work together and not in selfish silos. Congratulations to CLA on 40 years!”

John Pearson, President/CEO (1994–2005)
President, John Pearson Associates, Inc.

“For 40 years, God’s faithfulness and wisdom has directed the path for CLA. It started with a dream of Jim Canning, Dean Hazelton and Alan Bergstedt, and from there to the 20 individuals who attended that first meeting in 1976, to today when a whole new group of leaders are influencing this impactful organization.

I was privileged to be the first CEO, and see God’s hand at work. I marvel at those who gave so willingly to bring excellence and integrity to ministry leaders worldwide. What a joy to have been a part of this ministry and celebrate God’s greatness for all he has done thru CLA.”

Sylvia Nash, President/CEO (1981–1994)

Senior Consultant, Lillestrand Leadership Consulting



“Congratulations, CLA on your 40th anniversary. When we brought the Christian Stewardship Association together with the Christian Management Association to form CLA in 2008, everyone involved prayed that God would bless this new venture so its impact might grow well beyond the capacity of the two organizations working separately. I am pleased to see that vision being fulfilled under the superb leadership of Tami Heim and the CLA Board. Well done, good and faithful servants!”

Dr. R. Scott Rodin, President, Christian Stewardship Association (2008)

President, The Steward’s Journey and Kingdom Life Publishing



THINKSTOCK BY GETTY IMAGES

HEARING GOD

Three practices to sharpen our attentiveness

By Peggy Reynoso

AS LEADERS, WE ARE CALLED to see that God's kingdom is manifested in our areas of influence, in the same way it is done in heaven (Matt. 6:9-10). Principles from the Word of God guide us, but we also need moment-by-moment guidance from the Spirit of God. Jesus said that his sheep hear his voice. As for this sheep of Jesus, in my journey of learning to hear God, three practices have sharpened my attentiveness.

PRACTICE ONE: HUMBLY SUBMIT

The first is cultivating a humble spirit of submission to God's agenda and holding with an open hand how I think things should be. Focusing too strongly on our own agendas can keep us from

hearing God's voice. The Holy Spirit does not force us to obey or to follow him. God looks for hearts that seek him and his kingdom. Like the centurion in Capernaum, leaders are accustomed to being under authority and overseeing the work of others. Unlike the centurion, we sometimes lose our sense of awe in serving and working with the Almighty God of the universe because of the urgent demands of responsibilities.

Presumption is trying to set the agenda for God, a temptation Satan placed before Jesus in the desert. "If you are the Son of God," he said, "throw yourself down from here." (Luke 4:9) In effect, he was saying "Angels will not let you get hurt, no matter what you do. Maybe the Father has one plan for how you are to live, but you can choose to do it your own way, and he will follow

your lead.” Just as Jesus sees the motives of our hearts, he saw through Satan’s deception: “[Scripture says], ‘Do not put the Lord your God to the test.’” (Luke 4:12) We cannot manipulate God into doing what we want. God’s guidance comes to those who order their lives around him, not their own desires.

PRACTICE TWO: STOP HURRYING

The second practice that attunes my spiritual ear I learned from a wise spiritual director. She would often counsel, “Never... ever... EVER... hurry.” But I was good at hurrying and prided myself at being able to quickly assess situations and make decisions. Reluctantly I tried to slow myself down, first by slowing my physical movements. I forced myself to walk slowly, read slowly and talk at a slower pace. I chafed against this discipline, a struggle that opened a window into my motives. I began to see that I was intermittently Spirit-led but often fear-driven. “What will people think?” was at the top of my fear list. As I recognized and prayed over my fears, they gradually lost their power to drive me. No matter how late I might be, or how threatening consequences might appear, my heart did not have to hurry, because I could trust in God’s care, sovereignty and grace, even in my own mistakes.

Proverbs 20:27 tells us that “*The human spirit is the lamp of the LORD that sheds light on one’s inmost being.*” For us to hear the Lord reveal our heart motives and desires, our thoughts need to be attuned to him. When we are focused on doing — and hurrying — rather than being present to the Lord in the circumstances of life, we rush right past the quiet voice of the Holy Spirit. We get out of sync with God and lose touch with our inner selves. Slowing ourselves inwardly and outwardly lays the foundation for a sustainable lifestyle that sustains our souls.

PRACTICE THREE: LIVE IN CONSTANT AWARENESS OF GOD’S PRESENCE

The third “rule of life” that facilitates hearing God is learning to live in constant awareness of God’s presence. Jesus, Emmanuel — “God with us” — did not leave us to live our lives alone. He sent us his Spirit so that we might live our lives with him. Brother Lawrence called this the practice of the presence of God. The prophet Isaiah called it keeping the mind stayed on God: “*You keep him in perfect peace whose mind is stayed on you, because he trusts in you.*” (Isa. 26:3, ESV) The prophet Hosea affirmed that God prefers steadfast love and acknowledgment over sacrifice or work. (Hos. 6:6, ESV) The apostle Paul said we should constantly be mindful of what the Spirit desires. (Rom. 8:5–6) Jesus described this continual mindfulness as abiding in him. (John 15:4)

Jesus’ parable of the great banquet (Luke 14:12–24) reminds us that those who reject God’s invitation to be with him also reject the invitation to abundant life. The three invitees who excused themselves from the banquet had valid reasons for doing the work God had given them: surveying a plot of land recently bought, examining new equipment (oxen) and accompanying a new spouse. But Jesus said they were just making excuses.

The parable’s message to the prosperous, Law-abiding Jews who trusted in their own righteousness was clear: God would give up on those too busy to heed his invitation and would instead go to sinners and Gentiles who would jump at the chance to be in his presence. Most of us are part of that Gentile graft into God’s

**AS WE LEARN TO DWELL
IN GOD’S PRESENCE, WE
HEAR HIS VOICE WHEN IT
IS SUBTLE AND QUIET.**

holy tree, but we are still in danger of repeating the Pharisees’ mistake. How often do our hearts and actions say “I have more important work to do, and I’ll catch you later, God”?

Learning to continually practice God’s presence can be compared to the process of learning to ride a bike. Many smaller skills are wrapped up in riding a bike, such as constantly counterbalancing the tilt of the bicycle, thrusting forward one foot and then the other without pushing ourselves over sideways, and keeping our eyes forward to anticipate obstacles. Just as a child falls many times in learning to combine all these skills in riding their new bike, so we will fail repeatedly in learning the skill of dwelling continually in the presence of the Lord. But one day it becomes automatic and will never be forgotten.

The combined skills that work together in maintaining spiritual balance are regular times of rest, retreat, reading and studying the Bible, awareness of God at work in our work and cultivating inner habits of thanksgiving and praise. As we learn to dwell in God’s presence, we hear his voice when it is subtle and quiet. That is his most common method of communicating with us. With practice and God’s help, we can become more confident in recognizing his voice and distinguishing the source of the voices in our heads: our own inner thoughts, the voice of the conscience, the intrusions of the enemy and the voice of the Spirit. The mind reasons, the conscience reproves, the enemy accuses and the Spirit gently speaks truth.

Dallas Willard said, “Grace is not opposed to effort. It is opposed to earning.” Learning to hear God consistently requires effort to build a carefully constructed lifestyle that makes space for inner quiet and attentiveness to God. It may mean refocusing where you place your effort, from striving for a life of obedience — from doing everything right — to laboring to form habits that help you live life with God. ●

PEGGY REYNOSO leads learning & development for The Navigators and coleads a Navigators president’s initiative to strengthen ministry among diverse people groups. She and her husband, Paul, ministered 20 years in Mexico and for 15 years led NavWida’s ministry among Hispanics. (Navigators.org)

 Want to learn more? Don’t miss the 1.5 hour workshop entitled “Growing in Hearing God” led by **PEGGY REYNOSO** at The Outcomes Conference: CLA Dallas 2016, April 19–21. (OutcomesConference.org)

Four Pillars of Success

Keys to a measurable, quality culture

By Doug Mazza

When I was a kid, my mother always told me to be careful of the “crowd” I hung out with. That advice helped perfect my ability to roll my eyes. But as life unfolded, it turned out she was right! /// During a long career leading to the senior ranks of the automobile industry before responding to a call to ministry, specifically ministry to people affected by disability, I had the pleasure of working directly with and calling friend, the founder of J.D. Power & Associates, Dave Power. In short, Dave’s mantra (paraphrased) is, “Quality will always be the most important distinct competitive advantage in any product or plan.” He’s also right. /// Quality does not begin with a product or service. Quality has to be built into the fabric that forms the culture of the institution that produces the product or service, and that is certainly true of ministry as well. Quality requires a commitment to integrity. Who we choose to follow, the associations we form individually and ministrywide and the culture we choose to create not only informs the success of ministry, it will naturally guide it to its ultimate result.

Along my corporate pathway, I met and formed an intimate relationship with Jesus Christ, who will forever be my Lord, Savior and Leader. That relationship led me to Joni Eareckson Tada, founder of Joni and Friends and the International Disability Center. As I look back, I realize that, somewhat miraculously, Joni trusted this auto executive — pummeled by the reality of raising a severely disabled son — with the presidency of the ministry she founded 20 years earlier. So, armed with the advice of Dave Power, Joni Eareckson Tada, my mother and Jesus, I struck out on a quest to understand God’s will in effective Christian leadership.

Understanding the importance of developing a culture that surrenders control to the leadership of Jesus Christ in the workplace, we at Joni and Friends sought sources of quality to help communicate and execute a plan. That brought us to ECFA for the standards for our financial leadership, to Christian Leadership Alliance (CLA) for our educational leadership and to Lead Like Jesus (LLJ) for our cultural and operational model.

Through what is now 17 years of on-the-job experience, trial and error, trust in Christ and working alongside some of the most dedicated employees and volunteers imaginable, I’ve come to some firm conclusions that can be summarized by four replicable pillars of success. The four pillars have delivered a quantifiable quality culture that guides us in all we do.

PILLAR 1: LEADING LIKE JESUS

“I am the way and the truth and the life.” (John 14:6)

“Lead Like Jesus” is not a bumper sticker slogan; it’s the epitome of servant leadership and recognizes that all are called to leadership within their crafting. Lead Like Jesus is a carefully researched identifiable process best described in the book of the same name by Ken Blanchard and Phil Hodges. In fact more than a book, it’s a quality culture building process led by certified leaders that helps you build an actionable Lead Like Jesus plan for your life and ministry. It turns out, not surprisingly, that Jesus, the perfect man, was also the perfect leader. As I considered the alternatives, I wondered out loud if we aren’t leading like Jesus, who got the job and who was going to tell Jesus he wasn’t the winning candidate?

Committing all of our employees to going through the Lead Like Jesus course and implementing its principles has been transforming in a measurable way. (More about that later.) LLJ has affected how we operate from top to bottom. We consider LLJ our management “operating system” and it affects our HR policies, operational plans, relationships and decision making at every level. The management that uses LLJ has an irrefutable source guiding its decision making



JONI AND FRIENDS

WHAT WORKS: Joni and Friends

HEADQUARTERS: Joni and Friends International Disability Center, Agoura Hills, CA

FOUNDER/CEO: Joni Eareckson Tada

PRESIDENT/COO: Doug Mazza

MISSION: To communicate the gospel and equip Christ-honoring churches worldwide to evangelize and disciple people affected by disabilities.

PROGRAMS: Church Outreach, Wheels for the World, Family Retreat, education and training through the Joni and Friends Christian Institute on Disability (CID)

WEBSITE: www.joniandfriends.org

and keeping it true to the commitment that Jesus is in control and that we accept responsibility.

If your organization is leading like your president, it’s one of those organizations that has a human ceiling of success. You’re also in for a big change when the new president inevitably arrives. Having our board of directors incorporate a Lead Like Jesus culture

as a key component of our succession planning means that our leader (Jesus) will never leave us nor forsake us. Our board in turn will hire to that end.

Anything you are trying to control, whether people, projects or your own destiny, will have a ceiling of success that will eventually implode.

PILLAR 2: ENSURING INTEGRATION

“May the God who gives endurance and encouragement give you the same attitude of mind toward each other that Christ Jesus had, so that with one mind and one voice you may glorify the God and Father of our Lord Jesus Christ.” (Rom. 15:5–6)

Jesus was not a silo builder in his management style. He was the Great Integrator, inviting everyone to the banquet. A Lead Like Jesus culture and operational plan flows naturally into an integrated workplace. Integration is often the hardest management objective to accomplish, with siloing being the easier and much less desirable default system. Integrating leadership means developing processes that facilitate interdepartmental communication in some unprecedented ways.

An integrated departmental effort means communicating to all what we are going to do and how it will affect them, not what we did and how you will need to respond to our actions. An integrated management team requires a leader at the top of the chart committed to leading like Jesus while sharing all of the ministry’s accomplishments with all its members. That creates one voice that glorifies God.

Sometimes taking time to get everyone informed and on board seems like its slowing the process. But in reality, the informed integrated approach creates a great Christian workplace that produces more quantity and quality simultaneously than any

other management form. It produces a team that understands it is actually working in a Romans 15:5–6 environment.

PILLAR 3: PURSUING EXCELLENCE

“Whatever you are doing, work at it with enthusiasm, as to the Lord and not for people, because you know that you will receive your inheritance from the Lord as the reward. Serve the Lord Christ.” (Col. 3:23–24, NET Bible)

Requiring that people are excellent in their area of expertise naturally begins with the interview and hiring process. But only in a well-integrated Lead Like Jesus culture would “excellence in your area of expertise” be number three on the qualification list. Finding people who can execute their duties is not the same as finding good employees. At Joni and Friends, we demand a high level of competence to be hired and to then thrive. But hiring an employee who will grasp and then commit to the servant leader model of Lead Like Jesus and be able to work in an integrated environment is even more important. That’s because we are dedicated to a quality model that produces the most Christ-honoring service we can, not just a quantity model.

At Joni and Friends, we perform cross-departmental “cultural interviews,” that provide a consensus among employees and professional disciplines that the applicant seems to grasp, and is drawn to, the idea of a Lead Like Jesus, integrated workplace. We are looking for skilled servant leaders, not well-qualified “technicians.”

PILLAR 4: BEST CHRISTIAN WORKPLACE

“Know the condition of your flocks...” (Prov. 27:23)

All of this makes for a good speech and sounds plausible to most as a theory. But what if you could actually measure the outcomes? We’ve got 11 years of Best Christian Workplace Surveys that have taken us from theory to precision, actionable plans that improve our culture and operations and have fed our sustained growth.

Best Christian Workplace Institute (BCWI) provides every employee at Joni and Friends nationwide with an annual confidential survey that measures the quality and effectiveness of the ministry’s

culture, leadership, spiritual integrity, operational performance and program effectiveness. BCWI tells us how we are doing and specifically what we need to do to improve in each one of our three other quality pillars. We are certainly not perfect, but we have been awarded “Best Christian Workplace” status 11 years in a row with six in the elite “Flourishing” ministry level of performance. But no matter how high the scores go, we share with our team the 10 areas in which we score lowest every year and include everyone in the process that guides improvements. That kind of transparency and inclusion builds a quality, measurable culture that’s honoring to God.

Requiring that people are excellent in their area of expertise naturally begins with the interview and hiring process.

REFLECTIONS

The corporate world taught me that the more I could control, the more powerful I would become. Not true. Anything you are trying to control, whether people, projects or your own destiny, will have a ceiling of success that will eventually implode.

A life dedicated to Christ is by definition a life of quality in the areas that matter to him. Seeking the character of Christ matters; serving others through a Christ-centered culture matters. Recognizing that in all things, God is in charge, not man, and that leaders are those who accept responsibility from him matters. If the “crowd” you are hanging out with is the Trinity, then be assured, all things really are possible! ●

DOUG MAZZA, president of Joni and Friends, has served the international ministry founded by Joni Eareckson Tada since 1999. Previously senior American executive in the U.S. for Hyundai Motor America, Doug has combined award-winning expertise in corporate leadership with sound Christian principles, resulting in the ministry’s dramatic growth.



“Extremely powerful & emotional...
theologically orthodox.”

Dr. Ted Baehr, Movieguide



“Succeeds beautifully in
imagining the mystery.”

Steve McEveety,

Producer of The Passion of the Christ



“Profoundly moving.
A triumph!”

Avi Offer, NYCMovieGuru.com



“Tightly paced, excellently
scripted and well-filmed.”

Steve Issac & Bob Waliszewski,

Focus on the Family

the **YOUNG MESSIAH**
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www.ShareTheMessiah.com



A Life Well Lived

The legacy of Vonette Bright

By Judy Douglass

CLA is focusing on “perspectives” on Christian leadership at its 40th anniversary Outcomes Conference this upcoming April, and I’m honored to share perspective on a Christian leader who impacted me profoundly through her life and legacy of leadership.

Vonette Zachary Bright went home to be with her Lord on Dec. 23, 2015.

In 1951, Vonette and her husband William “Bill” Bright, who died in 2003, started Campus Crusade for Christ, a ministry now known in the U.S. as “Cru.” Since its founding, Cru’s purpose has been to help fulfill the Great Commission in the power of the Holy Spirit by winning people to faith in Jesus Christ, building them in their faith, sending them to win and build others, and helping the Body of Christ do evangelism and discipleship. Today, Cru has a staff of more than 25,000 and 300,000 volunteers in 173 countries.

When Bill received a vision that became Campus Crusade for Christ, she became his partner in that huge faith step.

Many knew Vonette, but I was greatly privileged to walk closely with her for 50 years. I love the tribute my husband Steve shared upon Vonette’s passing: “There are few people who have influenced me and Judy as much as Bill and Vonette Bright. They have been our leaders, our mentors, our friends. When they passed the leadership baton of the ministry to us,

we were overwhelmed and humbled. When Bill died, we looked all the more to Vonette. And now, we rejoice that she is with her Savior and her beloved Bill. We grieve for the loss of our leader, mentor and friend. But we do not grieve as the world grieves, as we know we will see her again.”

As Steve said, Vonette taught us much. Here are a few things I learned from her:

TO BE GRACIOUS

Vonette made everyone feel welcome. She loved to meet and greet, to host and visit. She was the quintessential extrovert. She hated to be by herself and loved to be with people.

I love people, and enjoy an in-depth conversation with people I enjoy, but I also love to be by myself. From her I learned to focus on the person I am with, even if it’s brief, even if I’m tired, even if I will probably never see them again. Her graciousness was beautiful to watch, and hopefully I have caught some of it.

TO BE FAITHFUL

There was honor and fruitfulness and gratitude in her God-given calling to lead this ministry with her husband — so being faithful was not too difficult. But long hours and long flights, deep needs and challenging situations, and sometimes the lack of appreciation all tested faithfulness. Then there was her husband, who had crazy ideas and out-of-this world faith.

She stood steadfast. She walked with Bill and in the Spirit, receiving daily the courage and the stick-to-itiveness to remain faithful.

TO SPEAK UP

Vonette saw things. She paid attention to people and needs and concerns. When she saw something that needed to be addressed, a person who needed to be encouraged, a different way to solve a problem, she said so. She had a voice and she used it.

It was not uncommon to hear her say, “Bill Bright, you can’t do that.” He always listened because she had wisdom and insight, and often he did what she said.

Consistently, over many years, she spoke up for our staff women. She believed God intended to use women to make a significant impact for his kingdom, and she always reminded us to equip and empower our women.





TO GET DOWN ON MY KNEES

Vonette prayed. She called our staff, our friends, and the whole world to bow before God and pray. She encouraged us to ask, and keep asking, to ask specifically and in faith and boldness.

And she prayed for the world, our country, our staff and the staff children, her family. She had ongoing, well-used prayer journals. And time after time she saw God answer those prayers.

TO HONOR OTHERS

How she loved Bill Bright! I don't believe I ever heard her speak ill of Bill, even when she disagreed with him. She was so proud of her very humble husband.

She also loved to lift up others, to give them opportunities to shine, to see them used by God. She would open doors for young and old, desiring for them to be and do all God had for them.

Her many kind words to and about Steve and me have been more than we deserved but greatly appreciated.

TO TRUST GOD

Oh yes, she trusted God. When she and Bill signed a contract, surrendering all they had, were and would be to God, she believed God would care for them and use them.

When Bill received a vision that became Campus Crusade for Christ, she became his partner in that huge faith step.

When they purchased the Arrowhead Springs resort for a headquarters and training center, with no money and a borrowed down payment, she stood with Bill in amazing confidence.

When Bill was diagnosed with pulmonary fibrosis, she walked through those hard years, trusting God to take care of her beloved husband, and of her in her years to come without Bill. And many more faith-stretching possibilities.

TO HAVE FUN

Vonette was surely a spiritual woman, but also a woman who loved to have fun. I can't begin to count the parties I attended at her home.

She often had dinner parties for special guests. Bill would host one table and I would assist him. After a few of Bill's dry humor jokes and stories, our conversation always turned to the Lord and reaching the world for Jesus. At the other table, hosted by Vonette and Steve, the laughter never ceased.

Games were often included in her gatherings, and though some of us groaned at another game, she worked her magic and we all had a great time.

A few years ago, to enhance her time with her family and to entice more friends and staff to come visit, she got an electric fireplace and a big flat screen TV. Her purpose: to have football-watching parties. Twice I watched my Longhorns play at Vonette's.

So it's only appropriate that she would arrive in heaven to a huge celebration, a magnificent welcome party. And I know she entered in joyfully, seeking out every loved one, every long unseen friend with a smile and a hug.

A LAMENT, WITH JOY

This is a lament. I said goodbye to her with great sorrow. She has been such an encouragement and teacher and model and friend to me. I will miss her greatly. And will perhaps feel a greater weight of her mantle. I know I will want to talk with her many times, but she won't be available.

Yet I have joy. I have received so much from Vonette. She has loved me, taught me, opened doors for me, laughed with me, been my friend, prayed for me — I have been so blessed.

There is such joy that she has flown away. She has loved Jesus well and so looked forward to seeing him face to face. And how she has missed Bill Bright. So she was eager to leave the body that had increasingly betrayed her and go to her new home.

And oh the joy of seeing a life lived well, in surrender to Jesus and in dependence on the Spirit and in service to her Father. I know she is being welcomed with those words we all desire to hear: "Well done, good and faithful daughter. Come on in to your reward and our joyful fellowship." ●

JUDY DOUGLASS is director of women's resources in the office of the president of Cru. A graduate of the University of Texas with a degree in journalism, she has served as a magazine editor and author/editor of several books. She and her husband Steve, president of Campus Crusade for Christ International/Cru, serve Christ together. In 50 years on staff with Cru, Judy has encouraged God's children — especially his daughters — to be all they were designed to be. Learn more at (JudyDouglass.com).

JUDY DOUGLASS will host CLA's Christian Women in Leadership Forum, and colead a 1.5 hour workshop entitled "Writing for the Web," at The Outcomes Conference: CLA Dallas 2016, April 19–21. (OutcomesConference.org)

Build What Lasts

Leading with the end in mind





By Peter Greer

WE HAD JUST ARRIVED IN CALIFORNIA, and my 7-year-old daughter was more than a little enthusiastic. As the sun was just beginning to peek over the golden horizon, Lili and I were the very first people on the beach, ready for a daddy-daughter day of adventure. With just a few basic tools and hours of time, we built the most magnificent sandcastle I'd ever seen. It had a central fortress that rivaled my daughter in size and stood guarded by thick, carefully constructed walls. Every other castle ever built looked paltry by comparison.

Lili and I had taken pains to build our castle far from the crashing waves, but we'd underestimated the water's reach. As the tide came in, our hours of hard work were under imminent threat.

As one wave washed dangerously close, Lili pleaded, "Daddy, we need to build thicker walls!" We worked furiously, but finally a single wave breached the outer wall, causing a side of the sandcastle to heave and collapse. With greater urgency, Lili shouted, "Quick, we need to dig a moat!"

It took exactly one more wave to overflow our moat. We were simply no match for the mighty Pacific, and in an instant, everything we'd worked so hard to build was reduced to sad, sopping mounds of sand.

As silly as it sounds, I had truly yearned to save that castle. Not that I expected it to stand forever, but Lili and I had created a moment together, and I wanted to make it last as long as I could.

What happens to our castles of sand also happens to our castles of steel. How many bulletproof business plans, ironclad deals and rock-hard bodies have melted in the face of one of life's waves? As surely as the sun will rise, the tide is coming in. And when it does, it will erase virtually all evidence of our ever being here.

Faced with life's brevity, what are we going to choose to spend our lives building? And, even more importantly, how will we go about building it?

I was born the same year that Christian Leadership Alliance was launched, which means that we both just turned 40 — a life milestone that offers a natural opportunity to reflect and refocus on what matters most. But whatever your age, here are three ways that I've been challenged to structure the second half of my life differently in the inevitable face of the incoming tide.

Faced with life's brevity, what are we going to choose to spend our lives building?

BUILD IN REST

Busyness is a hallmark of our modern lives. It's paraded in our culture as if a busy life is equivalent to a productive one. If you listen carefully, you'll hear the boast beneath people's busyness. A calendar full of commitments has become our adult reincarnation of a Girl Scout's sash full of merit badges. It makes us feel important. "If I weren't so necessary, I wouldn't be stretched so thin." But our frenzied pace leads to exhaustion. In our effort not to miss anything, we often miss everything.

Dr. John Ortberg, pastor of Menlo Park Presbyterian Church, once asked Christian philosopher Dallas Willard about the key to spiritual health. In a July 4, 2002, *Leadership Journal* article, Ortberg described Willard's response:

"[There was a] long pause.

'You must ruthlessly eliminate hurry from your life,' he said at last.

Another long pause.

‘Okay, I’ve written that one down,’ I told him, a little impatiently. ‘That’s a good one. Now what else is there?’ I had many things to do, and this was a long-distance call, so I was anxious to cram as many units of spiritual wisdom into the least amount of time possible.

Another long pause.

‘There is nothing else,’ he said. ‘You must ruthlessly eliminate hurry from your life.’”

BUILD A HOME

In almost every sphere of our lives, someone will take over where we leave off. They’ll live in our homes, occupy our offices and do our jobs (sometimes much better than we did them). We are not as indispensable as we might like to believe. Indeed, we need only to take a stroll through a graveyard to be soberly reminded that it’s full of once “indispensable” people.

The truth is, we are only irreplaceable at home, and amongst our closest friends. Yet, often this area seems like the easiest to relegate to life’s back-burner, as though it were the least important. Several years ago, I was scheduled to leave on a business trip. In the early hours the morning of my departure, my wife, Laurel, who was pregnant at the time, woke up terribly sick. I briefly considered canceling my trip to stay home with her but decided to press on.

The evening before, I’d contacted someone to help with the kids, asked a friend to bring chicken soup and made sure that Laurel was scheduled to see a doctor the next day. There was nothing more I could do, right? Besides, I *had* to go on the trip. It was a short and important meeting with individuals who could help us significantly expand HOPE’s ministry.

Finishing my mental gymnastics, I nailed the dismount, arched my back and extended my arms. Lover at home; killer at work.

When the alarm went off a few hours later, I performed my well-rehearsed routine like a ninja: silently showering, shaving and making coffee in less than 20 minutes. I skipped the normal kiss goodbye — *don’t want to wake her* — and slipped out of the house.

Back home, Laurel felt abandoned after waking up to find me gone. “If you prioritized and cared for me,” she later said, “there is no way you would have left when I was sick, pregnant *and* it was snowing.” Her words were succinct and sobering. There was simply no arguing who was right.

Leaving Laurel when she was sick sent a clear message: *I value work over you*. I knew I needed to show her that my commitment to her “in sickness and in health” was greater than my commitment to my job.

As I entered a new decade, I handed Laurel my resignation letter. I addressed it to the board of directors and sealed it in an envelope. Then I told Laurel that if she ever felt that I was not being the husband and father she needed me to be, she could hand in my letter any time. I would walk away from the ministry I love for someone I love even more.

Never again am I willing to be a success at work but a failure at home.

BUILD FRIENDSHIPS

*I have no need of friendship; friendship causes pain
It’s laughter and it’s loving I disdain
I am a rock
I am an island*

From “I am a Rock” by Paul Simon

Songwriter Paul Simon may have written these words in his 20s, but they ring true across the decades. Relationships can bring significant pain. My guess is that this is part of the reason for why, by age 36, studies show that most men have made their last good friend. Women tend to fare better, but by midlife many of us find friendships to be in dwindling supply — precisely when we most desperately need them.

Simon’s words are challenged by Solomon’s wisdom in Ecclesiastes 4:12: “*A cord of three strands is not quickly broken.*” If Solomon wrote these words near the end of his life, they represent an impressive realization. Nowhere in Scripture do we see him surrounded by people who were able to confront him when he headed in the wrong direction. There are no indicators that in the prime of his life he had prophets or friends willing to inflict “faithful wounds” for his vanity or self-indulgence (Prov. 27:6).

What a contrast to his father. When David’s opponents discouraged him, Jonathan strengthened his faith in God. When David committed adultery, Nathan forced him to face his guilt. When David proudly suggested taking a census of his fighting men, Joab rebuked his plan. Even though David failed at times, he was rebuked and restored, whereas Solomon veered wildly off the rails and stayed there.

We need our friends — to hold us accountable, be with us as we face our limitations and join us in grief and joy. We are built by our Creator to be in meaningful relationships.

BUILD WITH THE END IN MIND

How would things be different if we lived each day remembering its brevity? It’s far too easy to spend our best energies building résumés and our last days regretting it. In the end, none of those accomplishments matter so much.

When we stand before God, will our biggest successes look like anything but sandcastles battered by the waves of the Pacific? Probably not. What will have lasting value are the relationships we’ve built — with our family, with our friends and with our God.

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 Want to learn more? Don't miss **PETER GREER'S** address at The Outcomes Conference: CLA Dallas 2016, April 19–21. (OutcomesConference.org)

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ACCOUNTABILITY

God cares more about it than we do.

By Dan Busby

ACCOUNTABILITY – it’s a word that engenders strong feelings. The obligation or willingness to accept the responsibility embodied in accountability is embraced by many, misunderstood by some and feared by a few.

But how do we know whether people accept responsibility or, in other words, truly submit to accountability? Are we accountable to ourselves (self-accountability), or accountable to someone else in a verifiable way? Verifiable accountability and self-accountability differ greatly.

When someone says they are accountable to themselves, it reminds me of New Year’s resolutions that are often broken within hours of the start of the new year. The landscape of Christ-centered ministries is littered with examples of ministries that were accountable to themselves and now no longer operate, or exist at only a fraction of what they were at one time.

Listen to how hollow self-accountability rings when the CEO of General Motors, Mary T. Barra, alluded to it in a hearing on Capitol Hill. When questioned on why it took so long to recall cars with faulty ignition switches, Barra said, “We will hold ourselves fully accountable...”

If self-accountability by General Motors to General Motors were a valid concept, the recall of faulty cars would have occurred much earlier. Instead, there was a 10-year delay in recalling millions of vehicles, resulting in paying expensive fines – all as a result of self-accountability.

Contrast self-accountability with verifiable accountability. The latter isn’t just a sound concept; it is a theme that runs through the Scriptures. This is why my colleague Dr. Gary Hoag says, “God cares more about accountability than we do.”

As an example of Jesus’ keen interest in this topic, he tells the story about investing funds in Matthew 25:14–30. The crux of the parable is verifiable accountability.

Jesus set the verifiable accountability example when he sent out the disciples two-by-two (Mark 6), the 72 (Luke 10), and others together who were involved in the early church mission (Acts).

In 1 Corinthians 4:2, we read these words: “*Now it is required that those who have been given a trust must prove faithful.*” Proving faithful requires verifiable accountability!

As ministry grew exponentially, we see continued attentiveness to verifiable accountability in the Apostle Paul’s letters.

LIANCE

REGULATIONS

SECURITY

STRATEGY

POLICY

RISKS

For example, Paul instructed those he mentored to follow in his steps. He urged leaders to exhibit character that was “*above reproach*” and “*blameless*” (1 Tim. 3:1–13; Titus 1:6–11).

When Christ-centered ministries do not demonstrate verifiable accountability, they risk doing what is right in their own eyes, as the Israelites did (Judges 17:6).

In his early years, David, king of Israel, sought the counsel of wise and godly men. When his authority grew, he began to operate as the supreme ruler of Israel instead of God’s servant and then troubles mounted when he went down the road of self-accountability (2 Sam. 11).

Because people form impressions of ministry by looking at outward appearances, the pattern for accountability of Christ-centered ministries and its leaders lies in biblical accountability — in the spirit of truth and love, holding each other to high standards in our individual journeys of faith and ministry service.

“Strong patterns of verifiable accountability keep the ‘wolves’ at bay,” says ECFA board member Michael Batts. He continues, “Sadly, there is an element of society that revels when bad things happen in churches and ministries. This element of society looks for ‘cracks in the armor’ of churches and

ministries to try to ruin their reputation. Maintaining appropriate accountability greatly reduces the risk of such damage. Furthermore, when a high-profile financial scandal occurs in the church and ministry realm, it increases scrutiny by government regulators and increases the likelihood of additional burdensome legislation or regulation.”

The Commission on Accountability and Policy for Religious Organizations, a national group of nonprofit leaders convened by ECFA at the request of U.S. Sen. Charles Grassley (R-Iowa), extensively addressed the accountability topic in its 2012 report. The Commission noted:

- Churches and ministries should verifiably demonstrate their commitment to proper oversight and accountability.
- The methods for achieving and verifiably demonstrating accountability may vary.
- Givers, volunteers and other stakeholders of churches and ministries should take advantage of opportunities to inform themselves about the organization’s affairs and its measures for ensuring proper oversight and accountability.

When one thinks of verifiable accountability, it is natural to focus on finance-related issues. But verifiable accountability starts with a ministry's governance — carried out by the ministry's top leader and its governing board.

How do churches and ministries measure up in 2016 on the verifiable accountability index? Many are doing excellently in this arena — but in the words of Paul, we must “do so more and more...” (1 Thess. 4:10) There will always be outliers, but we must do our part to reduce the number in that category and demonstrate that we endeavor to prepare stewards and the ministries they serve to give an account to God.

Let me share a few faces of accountability in 2016:

1. Growing number of exemplar churches and ministries.

Most of the larger, Christ-centered ministries in the U.S. — more than 2,000 — are accredited by ECFA and committed to ECFA's rigorous standards, and more than 30 of the 100 largest churches in the U.S. are ECFA members. There is a growing desire to achieve accreditation as the number of ECFA members has grown over 50 percent in the last eight years. This is a most encouraging sign.

2. Using the services of independent CPAs.

One of the primary reasons more churches and ministries are not ECFA-accredited is that the organizations are too small or have not chosen to have their annual financial statements audited, reviewed or compiled by an independent CPA. The CPA expense is viewed as a significant barrier for many. Still, many more churches and ministries should step up and engage CPA services for their financial statements because the gain of increased trust far outweighs the expense. Smaller organizations that are interested in ECFA

membership may pursue having financial statements reviewed or compiled until a full audit is appropriate.

3. Performing internal audits.

A handful of larger churches and ministries have staff dedicated to performing internal audits in addition to using external auditors. These organizations are at the top of the class. This leaves most of the 300,000–400,000 churches in the U.S. without any internal or external audit work and tens of thousands of ministries in the same category. Internal audit work is one of the most neglected steps churches and ministries can take to ensure verifiable accountability.

Trusted ministries welcome verifiable accountability. It is what Jesus taught the disciples, and it remains the model for fruitful ministry today. God is more interested in accountability than we are because he knows our hearts.

Verifiable accountability starts and ends with a heart of accountability towards God! ●

DAN BUSBY is the president of ECFA, an organization that accredits Christ-centered ministries in the areas of governance, financial management and stewardship/fundraising. ECFA's seal enhances trust of givers. ECFA accredits more than 2,000 nonprofits and churches. These organizations have annual revenue in excess of \$25 billion. *Nonprofit Times* named Busby as one of the 50 Most Powerful Nonprofit Leaders from 2010 to 2015. (ecfa.org)

 Want to learn more? Don't miss the 1.5 hour workshop “Nonprofit Ethics for Christian Leaders” co-led by **DAN BUSBY** at The Outcomes Conference: CLA Dallas 2016, April 19–21. (OutcomesConference.org)

Why Aren't Churches and Ministries More Accountable?

- **Lack of dedication to learning opportunities.** Attending and participating in the annual Christian Leadership Alliance conference, and other conferences, for more than 30 years, it is my observation that churches and ministries that place a priority on accountability have a voracious appetite for learning. They send their teams to these conferences each year.
- **Fear of accountability.** We like being held accountable because we like to be recognized for what we do well. Yet, we are afraid to be held accountable because of the possibility of “failure.”
- **We often do not know how to hold people accountable.** Some think because we are doing the Lord's work, it is not appropriate to hold others accountable because it appears we are questioning their integrity.
- **Accountability can be an ego buster.** Accountability can be a big roadblock to a leader's ego. Faced with accountability, a leader may not be able to irresponsibly forge ahead with personal agendas.
- **Accountability takes time and hard work.** It takes time and hard work to be accountable, whether it is preparing reports for our board, filing reports for the government, or providing information to givers and other constituents.
- **Accountability costs money.** Time is money, so the additional time required for accountability costs money. However, in the long run, accountability can save multiples of the initial investment.
- **Accountability isn't “ministry.”** You have heard it over and over. Shall we spend money on ministry programs or accountability? Too often, “program” wins in this debate. Actually, it isn't either/or — we need to drive both ministry programs AND accountability.

SEVEN STANDARDS OF RESPONSIBLE STEWARDSHIP

Unless leaders have a heart for accountability, churches and ministries are simply “checking boxes” in trying to be accountable. A unifying trait of ECFA members is a commitment to the Seven Standards of Responsible Stewardship (ecfa.org/content/standards).

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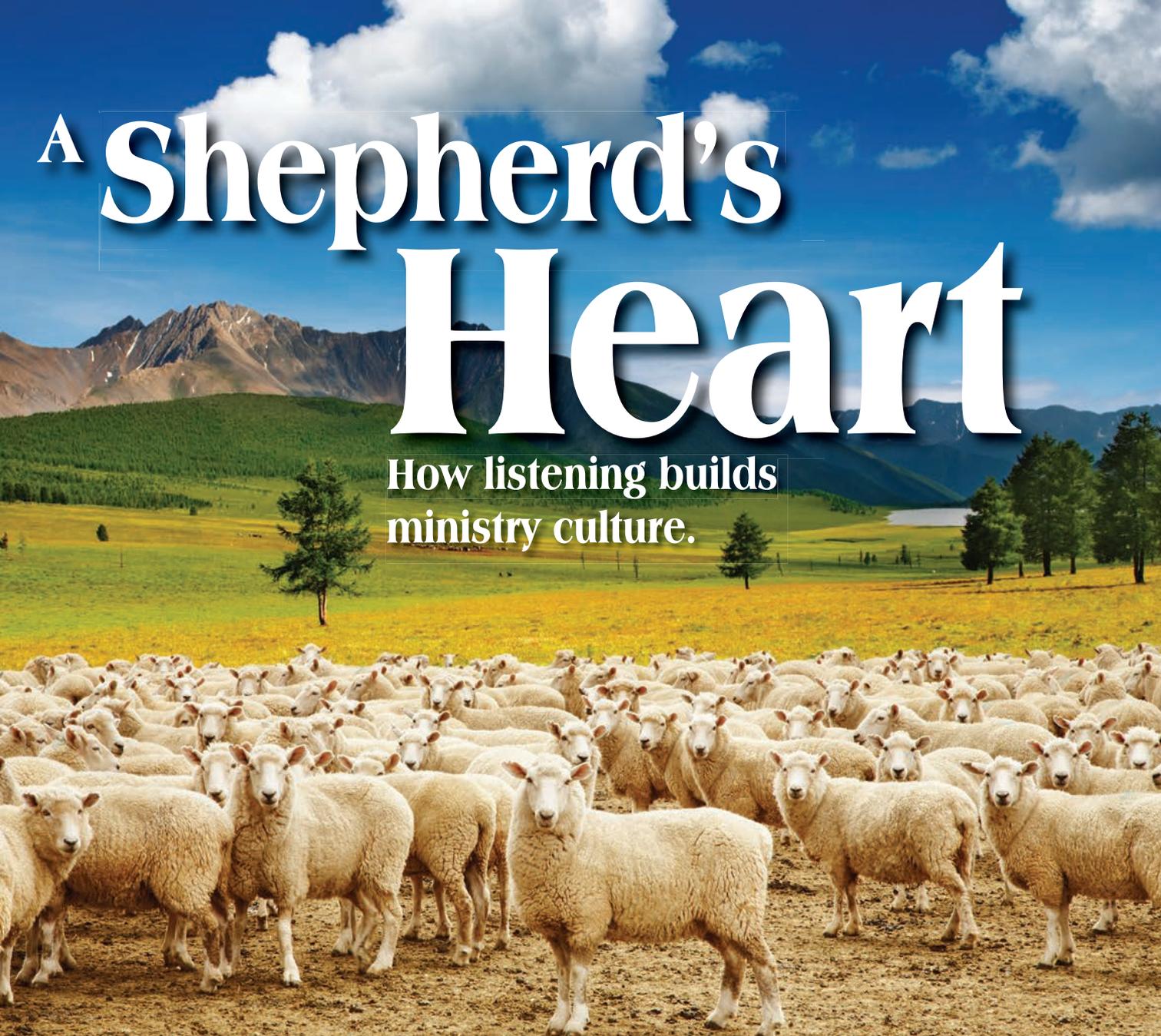
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A Shepherd's Heart

How listening builds ministry culture.

By Al Lopus

"Listen and hear my voice; pay attention and hear what I say."

—Isaiah 28:23

"Be shepherds with the smell of sheep."

—Pope Francis

AMONG THE THINGS I FIRST ADMIRERD about Craig Warner, executive director of The Gideons International is what he began to smell like after starting his new leadership role. He had the aroma of a leader who got close to his sheep and listened to them regardless of their responsibility or title. As a result, they chewed on his ear and tales emerged. Through good, careful listening, Warner quickly saw how internal discord had eaten away at the trust so necessary to a healthy workplace culture that is essential to ministry success.

What ministry can grow and move forward and thus fulfill its God-given calling without caring for its people and improving its culture?

Max De Pree famously said, "The first responsibility of a leader is to define reality." The daunting reality of building strong Christian leadership today is the same as it was for that shepherd tending his flock on an ancient hillside:

It is a matter of getting to know your sheep.

SEEDS OF LISTENING

Thirty years of walking alongside boards and senior leaders like Craig Warner has shown me, time and again, that flourishing workplace cultures can lead to greater ministry impact when you, the leader, choose to listen to your people. The decision to listen to workday challenges, observations and insights can increase the health of your culture and elevate your organization's productivity and effectiveness for the cause of Christ.

Listening planted the seeds of Christian Leadership Alliance. Forty years ago, a small, faithful group of evangelical leaders listened to each other's desire to forge sound administrative and financial practices among Christian ministries everywhere. Their prayerful discernment and commitment birthed in 1976 the organization that ultimately became Christian Leadership Alliance.

Surely, CLA's founders were already familiar to Robert Greenleaf, who had developed his principled approach of servant leadership in the 1950s. As Nell T. Hartley notes in her article, "Management history: an umbrella model" (*Journal of Management History*, 2006), "Servant leadership encourages collaboration, trust, foresight, listening, and the ethical use of power and empowerment as a way of improving the life of the individuals and/or the organizations."

Around that time, while working at Towers-Watson, an international, researched-based human resources consulting firm, I saw that workplace culture had a make-or-break effect on an organization's effectiveness and ultimate success.

What if you could leverage the power of listening through an objective, third-party survey to accurately measure (and later increase) employee satisfaction that impacts productivity and effectiveness in Christian ministry organizations?

In 2002, through the sponsorship of *Christianity Today* magazine, the Best Christian Workplace Institute introduced the first employee engagement survey to 87 ministry organizations. Today, more than 700 organizations across the U.S., Canada and Australia have used the results to revive their workplace morale and rethink (and advance) their mission and vision. In virtually every organization that has built a healthy workplace, good listening at every level has meant the difference between troublesome turnover and employee stability, between nagging morale and renewed unity.

TO TELL THE TRUTH

Good listening is the first step on the road to creating a flourishing culture. Good listening laces the shoes of honest, meaningful feedback. Listening brings people together. When I know someone is really listening and will take to heart my views and work experiences, then I'm going to be honest and tell the truth.

As leaders, only when we're truly listening can we know the real condition of our culture and how to act accordingly for the sake of our people, for the ministry and ultimately for the glory of Jesus Christ here on earth. Good listening, of course, can create new mutual understanding and action that can advance, even accelerate, a ministry's kingdom outcomes. I think of Jesse Casler, vice president of finance and administration for Hope International, who spearheads employee focus groups, in which listening and discernment lead to an improved culture. Like Jesse, I admire Dan Dupee, longtime president and CEO of CCO (Coalition for Christian Outreach), who listened intently to employees who were willing to put "skin in the game" to create a robust retirement plan. Thirteen years later, the plan is paying off by helping attract a new generation of older, seasoned staff.

The 360 Review process translates good listening into actionable feedback that can sharpen clear goals and improve performance. Whether it's a 360, or an employee engagement

survey, the disciplined practice of listening can shape character and sharpen one's faith. Take Bill Hybels, pastor of Willow Creek Community Church, who read each of the 400 employee responses from the first BCWI employee engagement survey that revealed Willow Creek's culture to be near toxic.

The pages were stained with tears of remorse. Yet, Hybels' listening heart beat true to Scripture: "*Listen to advice and accept instruction, that you may gain wisdom in the future.*" (Prov. 19:20, ESV) Now years later, he talks about the one comment that convicted him to put significant energy toward change, creating their flourishing, high performing staff culture: "I feel like a grunt."

Leadership listened to the honest feedback of staff, and a new collaborative mindset took hold. Hybels personally apologized for his own errors and sought forgiveness from the entire staff. Christ-like humility created a safe climate for necessary conversations and needed change. Today, Willow Creek's culture has become a model workplace of fantastic people doing fantastic ministry for a fantastic God.

And what about the shepherd Craig Warner? He didn't just hear the bleating of his flock inside The Gideons' Nashville headquarters; he embraced everyone who made up their culture, both whom they were and what each had to say. According to Warner, "If you don't allow people to weigh in, you won't allow them to buy in."

WITH PRACTICE AND PRAYER

Warner leveraged listening into a new guiding coalition of employees who gave their respective departments a voice in reshaping the culture. "Gone were the days when we would automatically hire the person next in line with seniority. Now, we advertise internally for the best person to emerge," said Warner. It's one little, yet big way The Gideons' culture is injecting new life in the distribution of Scripture worldwide. Talk about good news.

At its core, listening is a reflection of love. If you love another person (think board member, new hire, under appreciated manager), you will find a way to listen in on their work, their family, their concerns, their life. Through practice and prayer, your shepherd's heart will begin to sing with a greater love for God's people and a deeper devotion to the Lord who says, "*Be sure you know the condition of your flocks, give careful attention to your herds.*" (Prov. 27:23) ●

AL LOPUS is a recognized author, speaker and consultant engaged in coaching Christian leaders to build flourishing organizations so their ministries thrive and grow. He is a former CLA board member and currently serves on the associations' advisory board. Learn more at bcwinstitute.org. Reach him at alopus@bcwinstitute.org.

 Want to learn more? Come to The Outcomes Conference, CLA Dallas 2016, April 19–21 and attend the 6-hour ITI seminar entitled "Creating a Flourishing, God-Honoring Culture" led by **AL LOPUS**, president, Best Christian Workplaces Institute, **CHAD CARTER**, senior director, HR, The Gideons International and **TARA VANDERSANDE**, staff development director, Willow Creek Community Church. (OutcomesConference.org)

BLESSED ARE THE

Peacemakers



Practical ways to steward conflict well

By David Cook

In the ever-changing, globalized world in which we live, conflict is inevitable. Our fallen world is mired in the types of conflict that tear apart relationships, break apart nations and lead to pain and suffering. Yet as Christian leaders, we are called to be different. In the midst of the world's conflict, we are summoned to be God's agents for peace.

Jesus highlights this righteous call in his Sermon on the Mount when he says, "*Blessed are the peacemakers, for they will be called children of God.*" (Matt. 5:9) The implication of this verse is powerful; by living in peace when the world around us is full of discord, we have the opportunity to shine God's light and love so brightly that it is unmistakable that we are his sons and daughters. More than almost any other act we could engage in, peacemaking lets the world know we are different, that we are set apart as God's own children.

So how do we live as peacemakers in a fallen world? My hope is to give you some practical advice for how to effectively live out this biblical mandate.

A BIBLICAL REFRAMING OF CONFLICT

Becoming a peacemaker starts with the heart. Before being able to live at peace with those around us, we must first prepare ourselves to think differently. Our natural inclination as humans is to lash out when attacked and let our anger hijack our emotions. Many times, we say and do things that we would never do otherwise.

In order to overcome these initial emotions, we must first change the way we think about conflict. What we see from Matthew 5 is that becoming a peacemaker requires a radical reframing of our mindset. Much as we are called to be good stewards of our spiritual gifts (Matt. 25:14–30), we are called to steward conflict situations in such a way that Christ's light shines forth in us.

In his book, *The Peacemaker* (Baker Books, 2003), author Ken Sande puts it this way: "Whenever you are involved in a conflict, God has given you a management opportunity. He has empowered you through the gospel and entrusted you with abilities and spiritual resources.... The more faithfully you draw on his grace and follow his instructions, the more likely you are to see a constructive solution and genuine reconciliation."

By seeing conflict as a stewardship opportunity, Christians are able to look for God's good even in the midst of trying times. As Colossians 3:15 tells us, we are to "*let the peace of Christ rule in your hearts.*" Yet most Christians never humble their hearts enough to

see how much their actions have the opportunity to glorify God in the midst of conflict. Such a heart of peacemaking is truly a gift from God and is listed as one of the fruits of the Spirit in Galatians 5:22–23. In order to promote this heart of peacemaking, Sande encourages his readers to ask four key questions when confronted with conflict:

1. "How can I please and honor God in this situation?"
2. How can I show Jesus' work in me by taking responsibility for my contribution to this conflict?"
3. How can I lovingly serve others by helping them take responsibility for their contribution to this conflict?"
4. How can I demonstrate the forgiveness of God and encourage a reasonable solution to this conflict?"

While there is no easy way to change our view of conflict, through prayer we can ask God to change our hearts. Becoming a peacemaker is a journey, and is part of the process of true sanctification (Heb. 12:14). Through the indwelling of the Holy Spirit, we can learn to have a heart that allows us to "*live at peace with everyone.*" (Rom. 12:18)

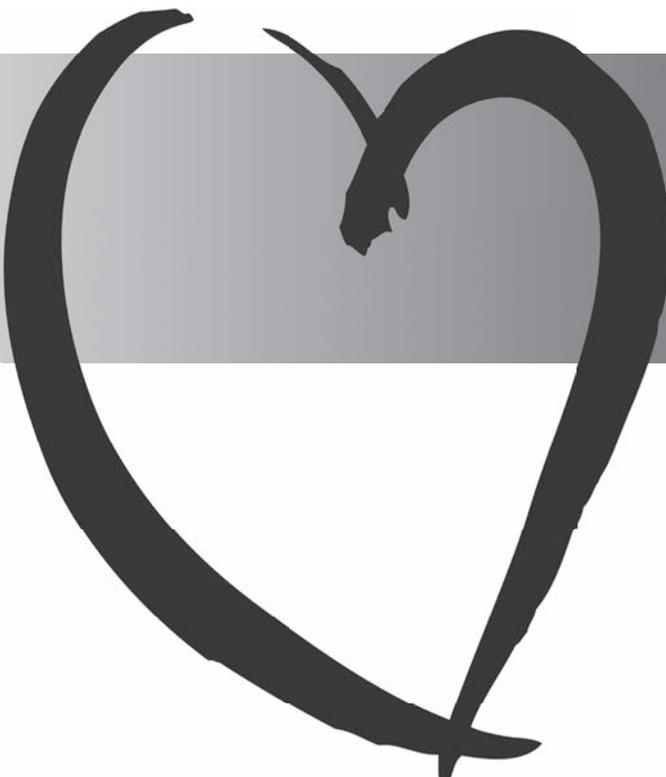
PRACTICAL STEPS TO PEACEMAKING

Just as we must reframe the way we think about conflict in a biblical manner, Jesus' words in Matthew 5 make it clear that we must also engage in intentional activities that lead to peacemaking. But how do we take practical steps towards peacemaking when conflict rears its ugly head?

Step 1: Give Yourself Time

First, resist the temptation to react quickly to conflict. By doing so, we allow ourselves the time needed to process the situation and respond in a Christ-like manner.

One reason for responding slowly lies in our own biological makeup. Daniel Goleman, in his book *Emotional Intelligence* (Bantam Books, 1995), says research in the field of neurology shows us that when we feel threatened, our body goes into fight or flight mode. When this happens, the part of the brain conditioned to deal with such threats, the amygdala, floods our body with stress hormones that help us to physically react to



Becoming a peacemaker starts with the heart.

Step 3: Diffuse the Situation

Third, prayerfully consider what methods might diffuse the situation and disarm the volatile emotions of the participants. No two conflicts are exactly alike, so you will need to think through what methods will help diffuse the situation for the unique participants involved. Here are a few ideas: (1) Find a mediator that both sides respect. (2) Show the participants how much they have to lose by continuing the conflict. (3) Appeal to their values. (4) Help them to empathize with the other person. (5) Encourage them to see how they contributed to the conflict. (6) Open their eyes to how this conflict is dishonoring to God, their family and their community.

Step 4: Find a Christ-like Solution

Finally, once you have assessed the situation and diffused the raw emotions, the last key role of a peacemaker is to find a Christ-like solution to the conflict. Remember, Christ may call us at times to “turn the other cheek” by giving up some of our own rights for the betterment of both parties. As Ken Sande notes in *The Peacemaker*, the Bible is filled with stories of godly leaders giving up rights: Abraham gave Lot the first choice of land in Genesis 13; Joseph gave up his right to seek revenge against his brothers in Exodus 50; and David chose not to lash out at a man named Shimei who was cursing at him in 2 Samuel 16.

While not every offense can be overlooked (especially where there are long-term consequences and harm), many small offenses can and should be overlooked in order to truly reconcile the parties. Out of this spirit of love, good leaders can help individuals to brainstorm creative solutions that meet the needs of both parties while promoting reconciliation for the future.

For a Christian leader, it’s not easy to deal with conflict. Trials come in all shapes and sizes, and they may come at the worst possible times. Yet, Christ calls us to be peacemakers who shine his light into even the most divisive situations. By stewarding our conflicts to glorify Christ, we have the great opportunity to show the world what a truly awesome God we serve. ●

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 Want to learn more? Don't miss **DAVID COOK'S** 1.5 hour workshop “Great Leaders in Conflict” at The Outcomes Conference: CLA Dallas 2016, April 19–21. (OutcomesConference.org)

the threat. However, this also has the negative consequence of limiting the functioning of our prefrontal cortex, the area of the brain responsible for cognitive reasoning. In their book, *Thanks for the Feedback* (Viking, 2014), Douglas Stone and Sheila Heen share that it can take up to 24 hours for these hormones to lose their effect, meaning that during that time, we react much more aggressively to conflict than we normally would.

For this reason, it is extremely important that when we find ourselves in conflict, we give ourselves the time to step back, cool down and be able to think cognitively (and spiritually) about the situation. Thomas Jefferson’s famous statement is good advice: “When angry count to ten before you speak. If very angry, count to one hundred.” The key is to give yourself time to think about how Christ would truly respond to the conflict.

Step 2: Learn the Storyline

Second, analyze and assess the underlying contours of the conflict. In seeking to uncover underlying emotional issues, one method I like to use is to think about the basic elements of a story: characters, setting, plot, conflict and themes. Ask yourself questions such as, “Who are the primary participants in the conflict?”; “Is there an outside character who is contributing to the conflict?”; and “How does each character’s personality play into the conflict?”

Then identify what settings are influencing the participants. The main setting may be the workplace, but what factors from outside the workplace play into this conflict? Next, determine the plotline of events that led to this conflict. Explore how the parties got to their present state of anger and frustration. Finally, try to identify the root emotional issues driving the conflict and map out the themes that emerge from the story. By understanding the storyline, you are much better equipped to handle the unique needs of the parties.

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Leadership Truths

Firm foundations built by God

IN 1986 I WAS SELECTED to be the third international president of The Navigators. A year later, I was promoted to Brigadier General in the Air Force Reserves. Big stuff? Not in retrospect. Four years later I was shocked into reality and the realization that life is more than success and leadership. In 1990, our only son, Stephen, was brutally murdered on his job. Suddenly my life was chaos. I had to rebuild my passion for leading on a different foundation. Was my previous foundation faulty? Not really. But God wanted to deepen my roots, strengthen the foundation and purify my motivation.

As I have observed other CEOs, I found that those who led with great spiritual depth were those who experienced suffering and hard times. Perhaps not all, but most. We are purified and developed by times when we have nowhere to turn but to God.

Early in my leadership (before becoming president of the Navigators), I started “believing my own press clippings,” relying on my abilities and capacity to get things done. Until I crashed. I burned out and everyone saw it. This was a God-sent reminder that leading in the flesh not only did not work, it was sin.

In succeeding years as I led and related to dozens of senior leaders, certain leadership truths began to change me. And that changing process is not yet over. Some of these truths I learned the hard way. Some I learned in time to prevent disaster.

1. You can't lead on your own. A team of people, often more gifted than you, is imperative. When I was selected as president, one of the men being considered said, “It does not matter so much who is selected. We are going to work together anyhow.” He and two others served with me for 18 years. I could not have survived in leadership without them.

2. Don't be wise in your own eyes. Isaiah condemned Israel, saying, “*Woe to those who are wise in their own lives and clever in their own sight.*” (Isa. 5:21) This is subtle. We often start out humble and dependent ... and then grow proud like Saul. It develops gradually. Neither mental prowess nor experience makes you wiser. Ask for wisdom from God (James 1:5) and seek it from others. “True wisdom is to know what you do not know.” (Socrates paraphrased)

3. Go deep. Be faithful in the Scriptures. Nurture your soul, both in your devotional life and in your Bible study. Be in a Bible study group that requires you to prepare. Sermon preparation is not enough. Seminary and Bible school education can never replace regular, personal study.

4. Build trusted friendships. We need truth-speakers in our lives. Long term, close friends can do that for us *if* we invite them to do so. Mary and I are part of a covenant group of 29 years with three other couples. We meet for several days a year. They speak

into our lives regularly. It is not always pleasant. Isolation is a death warrant to leadership. Personal transparency forms a key protective armor for your personal spiritual survival. I have seen too many leaders who did not have close, personal friendships in and outside their organization (Ecc. 4:9–10).

5. Be connected — don't be isolated. Beyond friendships, we need peer relationships from outside our organization. Christian Leadership Alliance (CLA) can play a significant connecting role. During my years as CEO, we met with five other CEO couples twice a year for fellowship and prayer. No one missed that meeting. This built trust and friendship. CLA conferences kept me connected and stimulated. There I often met CEOs in their first years of leading, developing ongoing friendships.

6. Admit failures and learn from them. A spirit of humility leads to a lifetime of learning and growing. We lead our organizations with skill. We influence by our character.

No one is a perfect leader. We are flawed and very human. Remember that we only lead for a season. We are replaceable. I am finding that life beyond direct leadership rests on the foundation of understanding we are servants and stewards, serving for a time and then moving to coaching and mentoring. This happens only as we continue growing in character, not living on past positions or accomplishments, looking to God to continue to use us. ●

DR. JERRY WHITE is president emeritus and chairman emeritus of the U.S. Board of Directors of The Navigators, an international Christian organization with more than 5,000 staff ministering in 105 countries, working with college students, military personnel, business and professional people and churches. White has had a 37-year active and reserve duty career with the Air Force, retiring as a major general. He serves on CLA's board and is chairman of CLA's national advisory council.

Want to learn more?
DR. JERRY WHITE

chairs CLA's Advisory Council, which will lead “opening exchange” workshops at The Outcomes Conference: CLA Dallas 2016, April 19–21. (OutcomesConference.org)



"Our family has a wilderness lodge in Alaska where I've worked as a guide for about twenty years. Basically, I keep people safe all summer while I show them big furry bears and whales bigger than our boat. Two years ago I was on the job when my doctor called. . . .

Being told you have stage-four cancer changes your life. It was no joke what we were faced with.

The survival rate is less than twenty percent. I prayed, 'God, how do I do this? You will lead me. You will direct me. You will guide me.'

My wife and kids rallied around me. We spent time in daily prayer and worship, and they prayed scripture over me. It was five months of chemo, six weeks of radiation on a daily basis and then a ten-hour surgery involving two specialists.

In total, the bills came to more than \$160,000, and our fellow Medi-Share members shared nearly every cent! I felt incredibly supported through it all.

Medi-Share is family—people who stick with you through the hardest times of your life. I don't know how we could have done it without them."

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Responsiveness

It's the secret to fulfilling your mission.

IT'S COMMON KNOWLEDGE that big organizations move slowly. If you're a leader who believes that, however, it is time to think differently. Regardless of the size of the team or organization that you lead, this kind of thinking can be crippling for you as a leader. Achieving an organizational mission requires being responsive.

World Vision holds "We are responsive" as one of our core values. I believe that's set us apart for more than 65 years. When World Vision was founded in 1950, it was because one person responded to the needs of a single individual. Bob Pierce gave a missionary five dollars after a little girl became a Christian following one of his sermons. Her parents, furious that she had become a Christian, kicked her out of their house. A missionary took her in, but she challenged Bob by asking how he planned to take care of her. Bob pulled his last five dollars out of his pocket and promised to send a monthly donation for her care once he returned home.

That kind of responsiveness has characterized World Vision ever since. There were a lot of Christian ministries founded in the post-WWII years. Many are still around. Some have grown large, but by God's grace, World Vision is one of the largest — in more places and doing more work. More than any of our six core values (We are Christian; We are committed to the poor; We value people; We are stewards; We are partners; We are responsive), it is the last one — We are responsive — that has made us unique.

At World Vision, responsiveness means three things:

1. When there are life-threatening emergencies, we are willing to take intelligent risks and act quickly.
2. When deep and complex economic and social problems require a long-term effort to solve, we stick around until the job is done.
3. We also innovate to creatively and flexibly adapt to problems and respond to opportunities. We learn, reflect and discover so that we can grow.

In my early career at World Vision, this meant that we responded to the HIV/AIDS crisis long before it was an area of concern for the rest of the church. In the late 1990s, the

virus was ravaging family after family in communities across Africa. Fear around the disease was palpable in these communities, but it was also prevalent in American churches. This was a disease that Christians didn't want to touch.

World Vision, however, couldn't let people continue dying and allow children to grow up without their parents. So we responded. We found solutions that would keep people alive, stop the spread of the disease and allow families and communities to rebuild. Next we needed to find supporters for this work. It was a challenge, but over time, American Christians responded and played a key role in eventually rolling back HIV/AIDS around the globe.

Today, we've had to respond to a new crisis.

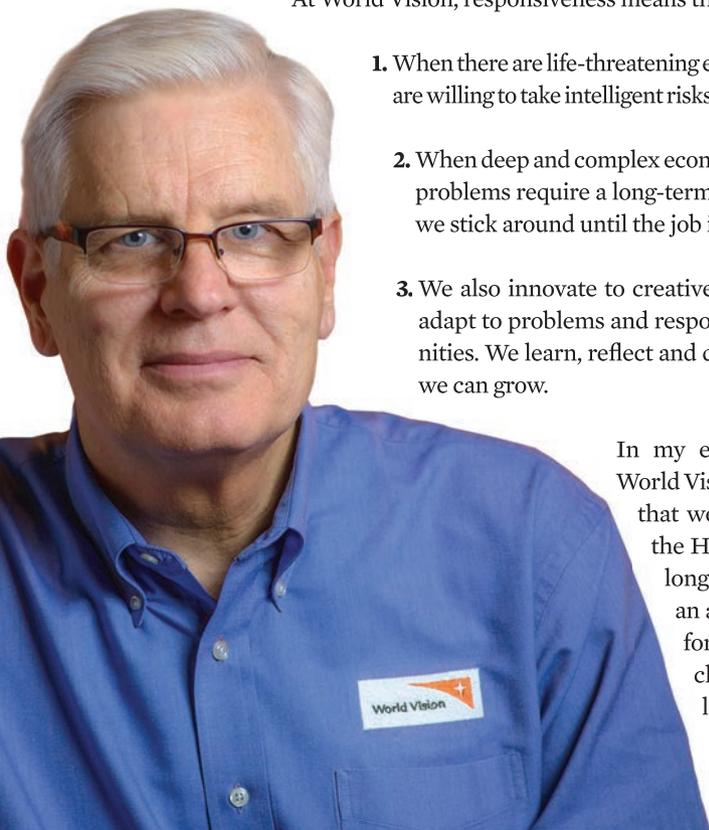
Today, we've had to respond to a new crisis. Fighting broke out in Syria in 2011, and later that year World Vision launched its response to the refugees who were fleeing violence. Over the following four years, we responded to the needs of two million Syrian refugees, providing needed shelter, water, sanitation, food, psychosocial support and much more. This truly is a life-threatening emergency, as more than 200,000 have been killed in the war and another 3,500 perished in 2015 alone attempting to cross the Mediterranean Sea to safety in Europe.

Once again, this isn't an area of concern for many churches. I've had pastors and denominational leaders tell me that they aren't interested in helping Syrian refugees. As World Vision responds to this global crisis, we need to educate and encourage the church to do the same. That has meant quickly developing new products and campaigns to attract support so that while our staff responds in Syria, our fundraising staff is also responding in the U.S. Over the last five years, we have seen Christians move from apathy about this latest wave of suffering toward a desire to understand and act. We are seeing the church beginning to respond.

World Vision has always sought to bring the church to the front lines of the greatest needs of our day in order to solve the root causes of human suffering. I believe that God has blessed this ministry because we have made it an operational priority to be responsive. ●

RICHARD STEARNS is president of World Vision U.S. and author of the best-seller *The Hole in Our Gospel* (Thomas Nelson, 2010) and *Unfinished* (Thomas Nelson, 2013).

Want to learn more? Don't miss **RICHARD STEARNS'** address at The Outcomes Conference: CLA Dallas 2016, April 19–21. (OutcomesConference.org)



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A Prayer Culture

It will transform your organization.

OUR SINGLE MOST IMPORTANT PRIORITY as leaders is to hear the voice of God for ourselves and for our organizations. This should be our most defining characteristic as Christian leaders. If there is anything that should be said of us, it should be said that we hear the voice of our Father and obey his leading. We are called to be leaders who don't run ahead of Jesus, but seek his instruction.

So how do you do this? How do you develop a lifestyle and culture of prayer in your organization? What can you do practically as a leader? I'm afraid we won't like the answer. There's no formula. There is no secret sauce. There is one very simple answer. Pray.

You cannot cultivate a culture of prayer unless you actually pray. It sounds simple but we all know it's easier said than done! God has a plan unique to your ministry that can only be unveiled in the secret place of prayer. It is found in the place of intimacy with him. It is the place where he tells his friends secrets (paraphrase of Psalm 25:14). He unveils his plans and the steps he wants you to take in the secret place.

Prayer is our stethoscope. It helps us hear the heart of God.

At IJM, one of our core values is cultivating a lifestyle of prayer. So we set rhythms in place to help facilitate prayer. Here are a few of these rhythms:

- **Personal Stillness:** At the start of each work day, for 30 minutes, you will find the IJM office silent. We call it "stillness," a set aside time to be still, listen and remember that the work belongs to God, not us. It's just between you and God (no, there's not a "stillness" patrol!).
- **Corporate Daily Prayer:** At 11 a.m. every morning, we gather corporately in a conference room and pray for our most pressing needs.
- **Corporate Prayer Retreats:** Once a quarter, we gather as a community for a full day of personal and corporate reflection.
- **Personal Day of Solitude:** Annually, each IJM staff member receives a "Solitude Day." It is essentially time off to spend a day, of your own choosing, alone with Jesus.

But all of the rhythms, structures and right environment can be in place — and still nothing happens unless you actually pray. Prayer is an act of personal will.

So, step one — PRAY. There is no other solution. Here's how:

- **Prioritize Prayer:** We must intentionally create time and space to pray individually and corporately. It is where we hear the voice of God, receive his instruction and get the courage to step out and do what he says. We must talk less and listen more for God's voice.
- **Endure the Wait.** We must be patient to wait for God's instruction. This requires trust. Can we be courageous enough to ask him to speak and then wait for his voice? It takes trust and vulnerability with the Lord (and with others!) to believe that he will actually respond to our voices, with his own. Don't move forward until you know where he's asking you to go.
- **Recalculate.** What do you do when you've stepped out in front of God's instruction? You return to the place of prayer and get your encouragement and direction from his voice, again.

Any work to which God has called us as his children is meant to be fueled and instructed in prayer. In my role leading IJM's Global Prayer Gathering, my greatest challenge is to wait for God's instruction and not move ahead with planning before hearing his voice. Our very first step of preparation for the Global Prayer Gathering is a discernment process — to pray and ask God: "What should we pray for?" That is always the first step in prayer personally and corporately — listening for what is on the heart of God and then talking to him about it. Pray it!

The work that God has placed in our hands should drive us to our knees. It is God's grace and kindness to us that we would find him through prayer and hear his invitation to join him in his work, instead of our instructing him in ours. The work God has for your organization to do is his work. Prayer helps us all to remember that. ●

CONSTANCE PADMORE is the director of prayer at International Justice Mission (IJM), a global organization that protects the poor from violence. Constance develops programs to engage thousands of intercessors in the work of justice through prayer. She directs the Global Prayer Gathering, IJM's annual flagship event dedicated to prayer and worship.

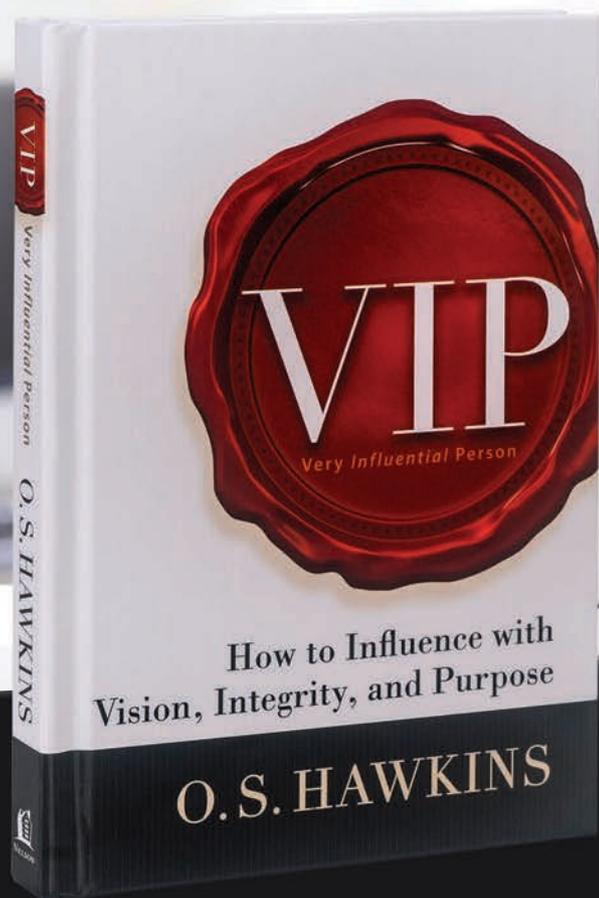
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Equipping Young Leaders

Investing in the future of global mission

A FRIEND RECENTLY REACHED OUT TO 25 or so mission leaders to ask this question: “What is the most important skill if I want to make the biggest impact for global mission in the next 30 years?”

A few refused (nicely!) to answer the question or said, “That’s the wrong question.” The thought was that it wasn’t a very spiritual question. These leaders, rightly so, emphasized that leadership in mission is a spiritual endeavor. Even those who did answer framed their response with something like, “Well, besides a deep communion with God and a gospel-saturated life....” All agreed: *Future leaders must be holy and humble.*

A second group responded with skills to be learned — interpersonal skills, the ability to work with people from diverse backgrounds and to collaborate. Replies included character traits like tenacity and being hard working and teachable. *Future leaders need certain traits and skills to serve the church.*

Still, others recommended, above all else, ministry experience in the present. How will we lead in mission in 30 years if we are not laboring in mission today? How will I lead an organization to make disciples if I am not making disciples? *Future leaders must be doers of the work, not simply speaking of the work.*

Finally, there was a small group of people who had very specific educational recommendations. *Future leaders need to be very familiar with particular fields of study.* One response noted that studying the area of global leadership would be key: “Global leadership is a vastly different field than what you find in Western leadership courses or books.” Another said, “The greatest preparation in the next 30 years would be to become a Chief Technology Officer! A second option would be BioTech. Those are the areas that will shape the future of everything.”

So who is right? All of them! Future leaders must be people of God, who work hard to acquire a skillset that meets the demands of a globalized world. They must not merely be spokespersons, but should have a hand to the plow and station themselves in strategic fields of thought and ministry. But, who will equip them?

The world is vastly young. As I write, nearly 71 percent of the world’s population is, like me, under the age of 45. Just below 50 percent are under the age of 30. And they face an increasingly complex world. How much more then should the global church be intentional about investing in emerging, younger leaders!

Within Lausanne, we believe we have a role to play in this awesome task. Our 2016 Younger Leaders Gathering in Indonesia, Aug. 3–10, 2016, will host 1,000 younger leaders (approximately 25 to 35 years old) from more than 160 nations, with nearly two-thirds being from the Majority World. They are coming from diverse fields such as

business, mission, the arts and church. They will include participants such as a young man in Buenos Aires who is connecting 100 churches to work together in mission, a former supermodel who is now an apologist, a Yemeni tentmaker in Malaysia and an award-winning film producer from the United States. Within the next five to 15 years, they will be key leaders in their nations and regions (and many of them already are).

The gathering will address the above four areas related to future leaders. Participants will gather around the Word of God in small groups and be mentored in their walks with God. They will interact with very different believers, gaining skills to engage the diversity of the global church. In strategic “labs”, they will begin to articulate real responses to the greatest challenges in global mission. Finally, through workshops, they will be exposed to specific fields and issues needing our attention.

The gathering is the beginning of a 10-year commitment called Younger Leaders Generation (YLGen) to equip and invest in these 1,000 younger leaders with opportunities, resources and intergenerational partnerships. Developing the next generation of leaders of the global church is not an instant activity; a long-term commitment is indispensable.

Missionary William Carey said, let us “expect great things from God, and attempt great things for God.” What could God do in the next 10, 20 or 30 years if we come alongside younger leaders to serve, bless and equip them? I am filled with great expectancy in what our great God will do for his church and his world. ●

Since 2013, **DR. MICHAEL OH** has served as executive director/CEO of the Lausanne Movement, an organization called to connect influencers and ideas for global mission. (Lausanne.org) Michael received B.A., M.S., and Ph.D. degrees at the University of Pennsylvania. He also completed a M.Div. at Trinity Evangelical Divinity School and an M.A. in Regional Studies, East Asia, at Harvard University.

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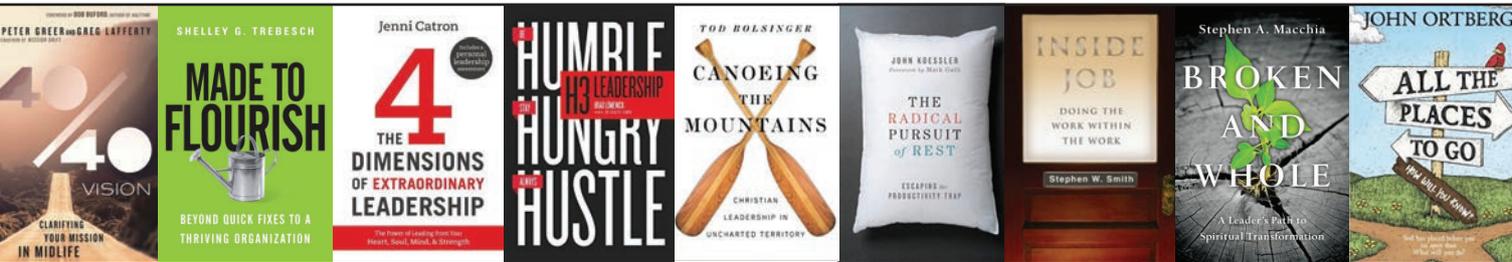
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Books to Consider ...

Great insights on leadership, perspective, vision, soul care and more!

40/40 VISION: Clarifying Your Mission in Midlife By Peter Greer and Greg Lafferty (IVP Books, 2015)

In *40/40 Vision*, Peter Greer and Greg Lafferty offer insight for navigating midlife with fresh clarity and purpose. They show how we can come to grips with the realities of who we are and what we should become in the years we have left. In a world that can seem meaningless at times, God offers perspective that anchors us, renews us and propels us into meaningful mission and service.

MADE TO FLOURISH: Beyond Quick Fixes to a Thriving Organization By Shelley G. Trebesch (IVP Books, 2015)

Every organization is made to flourish. Author Shelley G. Trebesch says the key to a thriving team is to look below the surface at the hidden dynamics that can cause it to lose focus, turn inward or even cease to exist. "Trebesch does a masterful job presenting solutions ... to lead people well through any change or organizational development initiative," said Santiago "Jimmy" Mellado, president and CEO, Compassion International.

THE 4 DIMENSIONS OF EXTRAORDINARY LEADERSHIP: The Power of Leading from Your Heart, Soul, Mind, & Strength By Jenni Catron (Nelson Books, 2015)

Church executive, leadership coach and author Jenni Catron unpacks four areas that every leader must develop in order to lead well: heart, soul, mind and strength. Catron says extraordinary leadership requires your heart for relational leadership, your soul for spiritual leadership, your mind for managerial leadership and your strength for visionary leadership. She provides a unique leadership assessment to help you diagnose where you are in your leadership journey.

H3 LEADERSHIP: Be Humble, Stay Hungry, Always Hustle By Brad Lomenick (Thomas Nelson, 2015)

In this new book, author Brad Lomenick shares his hard-earned insights from more than two decades of work alongside thought-leaders such as Jim Collins and Malcolm Gladwell, Fortune 500 CEOs and start-up entrepreneurs. He categorizes 20 essential leadership habits organized into three distinct filters he calls "the 3 Hs": Humble (Who am I?), Hungry (Where do I want to go?) and Hustle (How will I get there?).

CANOEING THE MOUNTAINS: Christian Leadership in Uncharted Territory Tod Bolsinger (IVP Books, 2015)

Although explorers Lewis and Clark were prepared to find a waterway to the Pacific Ocean, they instead found themselves facing the Rocky Mountains. Author Tod Bolsinger brings decades of expertise in guiding churches and organizations through uncharted territory to help you reimagine what effective leadership looks like in our rapidly changing world. If you're going to scale the mountains of ministry, you need to leave behind canoes and find new navigational tools.

THE RADICAL PURSUIT OF REST: Escaping the Productivity Trap By John Koessler (IVP Books, 2015)

Our culture values activity, achievement and accomplishment. Whether in our careers, churches, schools or families, busyness is the norm in our lives. Anything less makes us feel unproductive and anxious. Koessler understands that rest is not automatic or easy to attain. With honest, biblical reflections on cultural trends, he exposes misconceptions regarding the concept of rest and offers correction and practices to align our ideas with God's ideal.

INSIDE JOB: Doing the Work Within the Work By Stephen W. Smith (IVP Books, 2015)

In this powerful new book, author Stephen W. Smith urges us to integrate our inner and outer lives as leaders. As co-founder and president of The Potter's Inn, a Colorado-based spiritual formation ministry, Smith helps leaders do the inside work of leadership. He says our success hinges on our prioritizing our emotional and spiritual health. He encourages the pursuit of "rhythm" over the myth of "balance."

BROKEN AND WHOLE: A Leader's Path to Spiritual Transformation By Stephen A. Macchia (IVP Books, 2016)

In this new book, author Steve Macchia offers the gifts of love found in 1 Corinthians 13 as the antidote to our brokenness. He writes with personal transparency from his own experience. Each chapter concludes with a powerful spiritual assessment tool for reflecting on our own leadership strengths and weaknesses. This book shares that by embracing and befriending our own brokenness we can find true wholeness in God's strength.

ALL THE PLACES TO GO: How Will You Know? God Has Placed Before You an Open Door. What Will You Do? By Dr. John Ortberg (Tyndale House, 2015)

In this new book, Dr. John Ortberg contends that in the Bible, God very rarely commands someone to stay put. Rather, God opens doors and invites his people to walk through them — often into the unknown. Ortberg counsels that how we choose to respond to these God-inspired opportunities will ultimately determine the lives we lead and the people we become. He encourages readers to embrace the extraordinary opportunities that await them.

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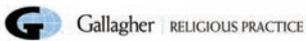
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Presenter: **William High**, President/CEO, National Christian Foundation - Heartland

June 30 — Board Governance

Producing Catalytic Board Change

Presenter: **Dr. Sid Webb**, President, Sharpened Focus, LLC

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Three Temptations of Leaders

Learning from Jesus' wilderness experience

OUR CLA ANNIVERSARY THEME is “perspectives.” What sets us apart as “Christian” leaders is that our perspective of leadership, or starting point of view, originates from a personal relationship with Jesus Christ. As Christians, we are called by God to lead in complete obedience to Scripture.

The significance of CLA's 40th anniversary triggered for me reminders of the importance of the number 40 in Scripture. I specifically thought of Christ's 40 days in the wilderness (Matt. 4:1-11). At Jesus' baptism, just prior to this wilderness experience, God the Father said he was “well pleased” with Jesus. However, Jesus still needed this time alone to reflect, pray and strategize in preparation for his ministry.

It's no surprise that before his public leadership, Jesus needed a time (40 days) to reflect on his own identity. In modern leadership terms, we might call this a time of self-awareness. Most modern leadership styles advocate the importance of leaders being self-aware, knowing themselves, in order to lead with authenticity.

Several years ago I conducted research on effective leaders. I interviewed key ministry executives on how they made complex and difficult decisions, and overcame “second guessing” those decisions. Without exception these leaders, including the late Dr. Ted Engstrom, said that frequent alone time with God was a critical, non-negotiable, discipline. Jesus did it, why wouldn't we?

As many leaders would attest, such times alone with God are critical. They provide new energy and vision for the future. But such experiences also are an opportune time for Satan to attack. Jesus, as God incarnate, was immediately tested. What can we learn from this narrative that might enhance our call to lead?

Satan was very aware of the power of this unique period of Jesus' life. Knowing that Jesus would be at his strongest place to begin ministry, he tested three areas of leadership that are also core to our success as Christian leaders: provision, power and popularity. In many conversations with Christian leaders over the last 20 years, these have been recurring themes.

PROVISION

After 40 days, Jesus's need was food. How tempting bread must have sounded. It would have made absolute sense and filled a definite need. How much harm would it be? I so admire Jesus' response because it would not have been mine. As a leader I experience this temptation almost daily. The need to fill that critical leadership position that has been open for so long, accepting a donation that has strings different from our mission, convincing me that the end justifies the means. Many years of experience (and submitting to these

temptations) has taught me that waiting on God for his provision, no matter how frustrated I get, is absolutely what is required of me as a Christian leader.

POWER

Then we get to the power “trip.” Who doesn't want to grow God's kingdom? What leader doesn't want to lead followers into the future? Immediately after this encounter, Jesus began his formal ministry, with the first step being the choosing of his team. This test defined how Jesus was to lead that team. He modeled for us the satisfaction of servant leadership, minimizing title or position to motivate others. Christ has shown us what it means to be tempted by power, but to lead so that followers would be loyal, loving and productive.

POPULARITY

Imagine with me if Jesus had succumbed to the test of popularity, and the year was 2016? It would have led to endless acclaim. He would have gone viral on social media with millions of hits, would have been offered books, movie deals, etc. However, Jesus models in his response that this is not what it is about. Personal glory and popularity are not our aim. Our sole purpose is to worship and serve God.

So what does this mean to me as a Christian leader? What does it mean to the CLA board, which I have the honor of leading when it comes to decisions, direction and stewardship of resources? The core leadership principle is that we must never lead independently of God. Satan will tempt us. Those temptations will come in good times and in those times when our ministries have legitimate needs or times are tough. But we have a different perspective. God called us and we are dependent on him. He knows the plans he has for each of us! ●

DR. JOHN C. REYNOLDS is chancellor/CEO of Azusa Pacific University College. His leadership experience includes higher education, nonprofit organizations (World Vision International), and the diamond mining industry in South Africa. In addition, Dr. Reynolds serves on several nonprofit boards, including Christian Leadership Alliance, of which he is chairperson. (azusapacificuniversitycollege.com)





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