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The Magazine of Christian Leadership Alliance

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Unstoppable Momentum

WE AT CHRISTIAN LEADERSHIP ALLIANCE (CLA) share the same sentiment toward the gospel-centered, kingdom-minded leaders comprising our Alliance today that the Apostle Paul did toward those he addressed in the Colossian church, saying:

"We always thank God, the Father of our Lord Jesus Christ, when we pray for you, because we have heard of your faith in Christ Jesus and of the love you have for all God's people — the faith and love that spring from the hope stored up for you in heaven and about which you have already heard in the true message of the gospel that has come to you. In the same way, the gospel is bearing fruit and growing throughout the whole world — just as it has been doing among you since the day you heard it and truly understood God's grace" (Col. 1:3–6).

The momentum of the gospel "bearing fruit and growing throughout the whole world" was powerfully displayed in the early church.

I experienced an example of that worldwide gospel momentum while serving as newsletter editor for Cape Town 2010: the Third Lausanne Congress on World Evangelization. The evangelical leaders from 198 nations who gathered there shared amazing stories of the fruit of the gospel around the globe.

Today, the gospel of Jesus Christ continues to advance. Many CLA member organizations are on the frontlines, accelerating that unstoppable kingdom momentum. I hope you'll enjoy reflections from some of those leaders in this edition. And please join us at the momentum-themed Outcomes Conference 2017 (outcomesconference.org).



W. Scott Brown

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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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Kingdom Momentum

Samuel Rodriguez on being light in today's world

CLA PRESIDENT AND CEO TAMI HEIM recently interviewed Rev. Dr. Samuel Rodriguez, president of the National Hispanic Christian Leadership Conference (NHCLC)/CONEL, the world's largest Hispanic Christian organization serving as a representative voice for the more than 100 million Hispanic evangelicals assembled in more than 40,000 U.S. churches, and 450,000-plus churches spread throughout the Spanish-speaking diaspora.

Many outlets have recognized Rodriguez' impact across the religious and Latino communities, including:

- *Charisma* magazine (2015): "40 People Who Radically Changed the World"
- *Latino Leaders* magazine (2015/2016): "101 Most Influential Leaders"
- *Newsmax* (2015): "Top 100 Christian Leaders in America"
- *Time* (2013): "2013 TIME nomination as 100 most influential people in the world"
- *Black Christian News* (2013): "10 White & Brown MLKs of Our Time"

Rodriguez served on President Obama's White House Task Force on Fatherhood and Healthy Families. He has frequently consulted with members of Congress and has participated in White House meetings on social justice, Latino and values issues. He consulted with numerous 2016 presidential campaigns on issues such as religious liberty.

Rodriguez is recipient of the Martin Luther King Jr. Leadership Award presented by the Congress of Racial Equality; the 2015 Rosa Parks Courage Award given by the Montgomery Improvement Association and the Southern Youth Leadership Development Institute; and the "Defender of the Dream" award presented in 2016 by Alveda King and the King family, as well as Bishop Harry Jackson of The Reconciled Church.

An award-winning author, Rodriguez has contributed to publications including *The Washington Post*, *The Huffington Post*, *Outreach*, *Ministry Today*, *Vida Cristiana*, *Christianity Today* and others. He's author of *Be Light: Shining God's Beauty, Truth, and Hope into a Darkened World* (Waterbrook, 2016), which in June 2016 made #1 on the *Los Angeles Times* best seller list (hardcover nonfiction). He also authored *The Lamb's Agenda* (Thomas Nelson, 2013) and *Path of Miracles* (Celebra Hardcover, 2009).

Rodriguez earned a master's degree in educational leadership from Lehigh University and received honorary doctorates from Baptist University of the Americas and Northwest University. He serves as senior pastor of New Season Christian Worship Center in Sacramento, Calif., where he resides with his wife, Eva, and their three children.

Where are you witnessing God's kingdom momentum in today's world?

In America via the immigrant community and globally via the Latino church, this is the hour I have described as the Latino Reformation. Latinos didn't experience the Reformation that took place close to 500 years ago. It really impacted Latin America post-1970. So this is the initial chapter of the Latino Reformation. We're seeing the gospel of Jesus preached around the world with these emerging Latino voices. It's a beautiful thing to see.

What difference is that momentum making?

It is enriching the collective Bible-believing evangelical experience. Let me explain. It's not a new form of evangelicalism, but it's a more holistic presentation of the gospel.

Historically, evangelicalism has focused on what I would describe as the vertical plane of the Christian message: salvation through Christ alone. And then we've seen minority and ethnic communities in the Christian world focus on issues of justice. Suddenly Latino evangelicals, Hispanic Christians, have asked: "Why does it have to be either/or? Why can't we have a gospel that is both righteousness and justice? Sanctification and service? Holiness and humility? Truth and love? Orthodoxy with orthopraxy?" It's John 3:16 with Matthew 25.

This reformation is presenting a more holistic gospel message. It's both righteousness and justice — lifting our hands up in worship but also stretching our hands out in compassion toward our neighbors.

How can Christian leaders embrace what you've called the vertical and horizontal aspects of our faith?

We have to make sure we don't suffer from theological myopia where we become exclusively vertical. The most important message is salvation through Christ, but if I forget about the horizontal, the world around me and the needs of people, I'm only preaching half the cross.

We must be intentional to make sure every message is both vertical and horizontal. A lot of our ministries are already doing that. Vertically we're connected to God and to biblical truth. Horizontally we're connected to each other: community, neighbors, society, culture.

What most excites you about the momentum in the church worldwide?

I'm excited about what I see in the emerging generation. This beautiful Millennial generation is committed to Christ, despite the research and doomsday information we are receiving regarding the "nones" and the number of young people committed to Christ.

There is a hunger for spirituality and for truth in a world of relativism — for what is real, authentic and transparent. As I travel around the world speaking at

youth conferences in Europe, Africa, Asia and Latin America, I'm enjoying this amazing emergence of a generation hungering for truth found in the redemptive work of Jesus Christ. That excites me.

I'm encouraged by your perspective. What other positive threads do you see?

I'm not denying that there are issues in this generation. We're seeing the stranglehold of moral relativism, cultural decadence and spiritual apathy — dynamics that impact this generation negatively. However, I'm encouraged not only with their hunger and the thirst for Jesus, but also their commitment to community. We see this in the explosion of social media: "I want people to know who I am. I'm going to post this selfie, not because I live in a narcissistic reality, but I want people to see the real me."

There's a hunger for transparency. "I have something valuable to contribute" — Instagram. "I have something to say" — Twitter. "I have something to post" — Facebook. And, "I have something to present" — YouTube.

There's a constant hunger for affirmation — "How many likes!?" But we can redeem all of that through the vicarious atoning work of Christ. I look at these negatives with a positive worldview, saying we can use this for the glory of Christ. They're looking for "likes" when there is one who loves them unconditionally. They're looking for community when the greatest community is the fellowship of believers. It's precious how we can redeem a rubric that has been deemed as negative or detrimental for the success of a generation.

I'm not only hopeful, I am biblically, Christ-centered, Spirit-empowered optimistic that the next generation will usher in one of the greatest awakenings ever.

As a pastor, what specific encouragement would you offer church leaders?

Remember, Christ is on the throne. Jesus reigns. The Spirit of God is moving around the world, even in the most dangerous and precarious areas. There are more people coming to Christ as Lord and Savior than ever before in the history of humanity. There's an explosion of our faith because it's beautiful, grace-filled and transformative. The gospel of Jesus Christ is the only truth on the planet with the power to transform hearts, heads and hands. So preach Christ crucified, resurrected and returning — the good news of the gospel.

Christians shouldn't be doom and gloom people, fearful or naysayers. The gospel means good news. We are the quintessential good news people.

In the past few weeks we've heard about fake news and right wing or left wing news. Well, guess what? We are in charge of the Good News! Every pastor must rise up and preach the Good News, in and out of season, and change the world around you for the glory of Christ.

What exhortation would you offer other Christian leaders?

For Christian leaders in different spheres of society, not just the church, but the marketplace, educational institutions, government, politics, art and entertainment, I encourage you with Matthew 5:14–16. You are the light of the world. This is your time to shine! Shine in the midst of darkness. Shine in your workplace. There's a reason God placed you there. It is for you to shine brightly so everyone will see your good deeds and give Christ the glory. Live a life of light.

I speak from experience because earlier I found myself overwhelmed with darkness. Let me explain. There was a season in which my opinion editorial pieces and my television political commentary were primarily on the bad things happening around the world: terrorism, the deaths of innocents, infanticide, racial discord. I was writing about the negative and talking and preaching about the negative.

One day, in my living room, I had an encounter with the Spirit of God in which God convicted me saying, "Son, you're so focused on the darkness, why not focus on turning on the light? Take all that energy and instead of being infatuated with what's dark, why not turn on the light, because every single time light stands next to darkness, light always wins."

I pivoted and became an optimistic, light-filled Samuel Rodríguez. We do have dark moments — in our personal lives, culture and society. But let's turn on the light. If I go into a dark room and complain or whine about the darkness, it won't change anything. But if I find the light switch and turn it on, darkness immediately flees. That's my life's commitment now. Instead of focusing on the darkness, let me be a shining light. ●

Learn more at nhclc.org.

 **REV. DR. SAMUEL RODRIGUEZ** will be a keynote speaker at CLA's Outcomes Conference 2017, April 4–6, in Dallas (outcomesconference.org).



Sustaining Momentum

It depends on your infrastructure.

MOMENTUM BEGINS WITH SOMETHING that ignites your passion and fuels your dreams. It propels you and your ministry forward insistently, relentlessly and consistently.

That momentum started for me as a college student at Harvard University, where my faith came alive through the ministry of InterVarsity Christian Fellowship. I learned to study Scripture, engage in mission and commit to community in ways that still define who I am today.

But none of the campus ministries were reaching the growing number of Asian-American students on campus. So I planted one. I wanted an otherwise unreached people group to meet Jesus. That longing has shaped the trajectory of my life.

It launched my wife and me to Mongolia to plant student ministry during years when there were just a few hundred Mongolian Christians. I remember many nights where we would cry because it was so spiritually hard, physically cold and geographically isolated. What kept us there? Simple: We wanted Mongolian students to meet Jesus.

It led me to direct Urbana, InterVarsity's triennial student missions conference, which calls every student generation to engage in God's global mission. And now, it has led me to InterVarsity's presidency. Each of these role changes has been propelled by an unchanged longing to see unreached people meet Jesus. I'm carried by that momentum.

I became president in our 75th year of ministry. By almost every standard, we have momentum. We have seen consecutive years of record-breaking growth in students and faculty served, campuses reached, converts celebrated and money raised. The question now is: How do I sustain and amplify this momentum?

Momentum begins with a spark of passion, but it's sustained through intentional disciplines.

In this season, sustaining momentum means investing in different forms of *infrastructure*:

1. MY PERSONAL INFRASTRUCTURE

Last winter, I started annual retreats with a peer mentoring group of seven like-minded leaders from other organizations. My goals: enjoy the California sun and learn from the wisdom of leaders with different perspectives and work contexts. I also recommitted to monthly meetings with a spiritual director. To sustain organizational momentum, my spiritual health needs to be a priority and intentionally scheduled.

2. INTELLECTUAL INFRASTRUCTURE

More than 54 percent of our students are people of color or international students — and that number is growing. Therefore, I'm investing in my intellectual capacity, reading books like *Prophetic Lament* by Soong-Chan Rah (IVP Books, 2015), *Roadmap to Reconciliation* by Brenda Salter-McNeil (IVP Books, 2016), and

Confident Pluralism by John D. Inazu (University of Chicago Press, 2016).

3. IMAGINATIVE INFRASTRUCTURE

Storytelling is a powerful tool that reminds us of what God is doing and captures our yearning of what we hope God will do. I'm intentionally telling stories of planting ministries at Historically Black Colleges and Universities and Hispanic Serving Institutions, supporting The Daniel Project (our leadership accelerator program that prepares Asian, Black, and Latino staff for senior leadership roles). I'm telling stories of how we're reaching people of every ethnicity and culture, and how our organization's leadership increasingly reflects that diversity.

4. INNOVATION INFRASTRUCTURE

In *Made to Flourish* (IVP Books, 2015), author Shelley Trebesch suggests that an innovation culture (and valuing your innovators) helps sustain growth and creates future momentum multipliers. I am leading InterVarsity through the largest reorganization in decades. My goal: reduce silos and help innovators thrive. First-time decisions to follow Christ have more than doubled in our ministry in the past eight years.

5. INFORMATION INFRASTRUCTURE

Too often, momentum stalls when underlying systems cannot support growth. This year, we began a complete overhaul of our Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) systems, and we are increasing our hiring of people in finance and HR. I believe these investments will give us capacity for another season of explosive growth.

Why invest in infrastructure in this way? Because of the momentum that started as a student and the longing I still have: to see every unreached person meet Jesus. ●

TOM LIN is president of InterVarsity Christian Fellowship/USA (intervarsity.org). He is author of *Pursuing God's Call* (2012) and *Losing Face, Finding Grace* (1996), both published by InterVarsity Press. Lin has a B.A. in economics from Harvard University and holds an M.A. in global leadership from Fuller Theological Seminary.





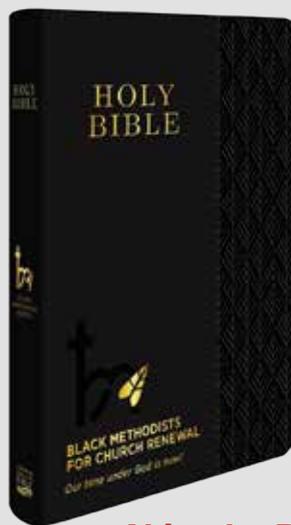
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Focus and Faithfulness

Fueling gospel and organizational momentum

WHEN WE TALK ABOUT EVANGELISM we tend to use words like “share” and “spread” and even “explosion.” It’s no coincidence that all of these words suggest momentum. The gospel always moves with a sense of excitement, as people who have seen its transforming power can’t help but share the Good News.

As the Billy Graham Distinguished Chair at Wheaton College in Wheaton, Ill, Dr. Ed Stetzer now serves as executive director of Wheaton’s Billy Graham Center for Evangelism (BGCE) as chair of the Evangelism & Leadership Program in the Wheaton College Graduate School and as publisher of *Evangelical Missions Quarterly*. In these roles, he is firsthand witness to the ways the momentum surrounding the gospel accomplishes great things, both around the school and within the organization he leads. Previously, he served as executive director of LifeWay Research.

Laura Leonard spoke with Stetzer about his leadership role, about momentum he’s seeing around the spread of the gospel worldwide and about building and maintaining momentum as an organizational leader.

Tell me about your role at Wheaton and the work of the BGCE.

I hold the Billy Graham Distinguished Chair for Church, Mission, and Evangelism at Wheaton College, so I teach, write and do research on church and culture to better prepare people to engage the cultural moment we’re in. Part of that role includes the Billy

Graham Center for Evangelism, which does conferences and training. It also includes a series of institutes, from the Institute for Prison Ministries to church evangelism initiatives, so there are several different initiatives that fit under that as well.

What momentum are you seeing as it relates to the advance of the mission and gospel worldwide?

Of course it depends on where around the world. I certainly think we’re in a season when people are rediscovering the importance of showing and sharing the love of Jesus in the midst of a broken and hurting world. I think that in the majority world, we see the advance of the gospel is pretty substantive; the last century has been a remarkable season of growth for Christianity around the world, primarily in the southern hemisphere. But now, as we’re seeing a need to in a sense re-evangelize the

West, we’re seeing a greater sense of passion and mission to be about that here as well.

INTERVIEW WITH DR. ED STETZER

What signs of hope are you seeing for the worldwide church?

We just did a research project in Brazil with Lifeway Research (I’m no longer there, but I am still writing on that project) and there will be more evangelicals in Brazil than in the United States by 2050. That’s pretty remarkable growth. In the United States, church planting and its rapid growth — we’re planting 4,000 churches a year, which is more than we’re closing — that’s a pretty remarkable shift forward for the church.

How does a leader build momentum within an organization?

That forward movement is central to what we do. We seek to have a common goal, to have a common direction, to rally for a common mission. I like Eugene Peterson’s line about discipleship: He calls it “long obedience in the same direction.” Significant ministry impact comes from long focus in the same direction. Ultimately that focus and faithfulness builds momentum, and that continues the momentum forward.

 **DR. ED STETZER** is a featured speaker at CLA’s Outcomes Conference 2017, April 4–6, in Dallas (outcomesconference.org).

Milestones

DIED Jack Arthur, co-founder of Precept Ministries International, at the age of 90. Jack and Kay Arthur founded Precept Ministries in 1970. Kay continues their work, serving as one of the principal Bible teachers at Precept. Their son David is today the ministry’s CEO.

DIED Dr. Guy A. Davidson, former director of World Medical Mission and vice president of Samaritan’s Purse, at the age of 86. Later in life he returned to his first career, pastoral ministry. He also served on the boards of Samaritan’s Purse, Food for the Hungry and Global Outreach Mission.

APPOINTED Mario Zandstra, as president of East-West Ministries International. He previously held a leadership role with Redeemer City to City and served as president and CEO of Pine Cove for nearly two decades.

HEADLINES:

CLA Offers Online Leadership Modules: Spring 2017

Advance your career in 2017! Christian Leadership Alliance (CLA) has announced its Spring 2017 Outcomes Academy (Online) module lineup. Register to attend one of these state-of-the-art online Christian leadership modules. These biblically based modules offer practical knowledge and tools to advance the momentum of Christian non-profit leaders.

Outcomes Academy (Online) Spring Lineup:

CCNL:

- Stewardship: (*Finance / Tax & Legal / People Management and Care*)
- Relationship: (*Marketing & Communications / Internet & Technology / Resource Development*)

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Registration deadline is April 10, and modules begin April 17. Learn more or

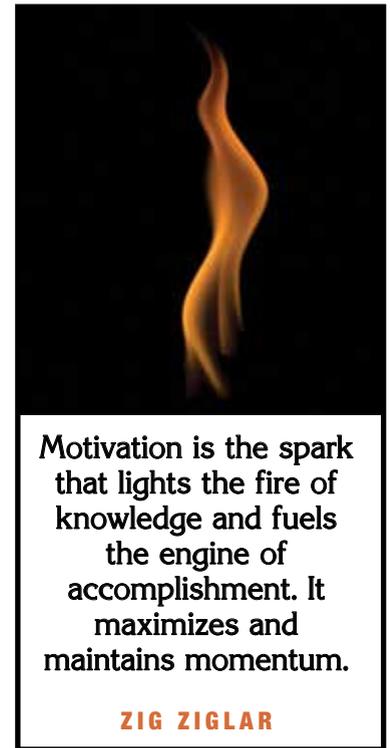
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THE REFUGEE SYMPATHY CRISIS

A survey conducted in September 2016 by Ipsos Public Affairs on behalf of World Vision gathered information on how Americans, and Christians in specifically, think about and respond to the current refugee crisis. Results of the second annual survey showed that Christians were less willing and less likely to aid refugees than they were in 2015, in nearly every category.

Refugee Crisis: The Christian Response Percentage in 2016 vs. (2015)	
30% (44%)	of committed Christians say that they had taken action for refugees in the past two years.
70% (76%)	of committed Christians say that they are willing to act on behalf of refugees.
41% (51%)	of committed Christians say that they are willing to pray for refugees.
19% (30%)	of committed Christians have actually prayed for refugees.
12% (13%)	of Christians gave financially to help refugees.

For more information on this study, which was sponsored by Faith Counts, go to <http://tinyurl.com/zp9vln8>



Motivation is the spark that lights the fire of knowledge and fuels the engine of accomplishment. It maximizes and maintains momentum.

ZIG ZIGLAR

News for today's Christian leaders

register at (christianleadershipalliance.org/outcomes-academy).

Register for the Outcomes Conference: April 4–6, Dallas

Build community and network with today's high-influence Christian nonprofit leaders at The Outcomes Conference 2017 in Dallas. At this Christian Leadership Alliance conference you'll hear from innovative thinkers on Christian nonprofit leadership. Experience 350-plus hours of training in eight core leadership tracks. The theme of the Outcomes Conference 2017 is "Momentum."

"This is a watershed moment for Christian leaders worldwide," said Tami Heim, CLA president and CEO. "The Outcomes Conference is a dynamic equipping event for leaders of world-changing nonprofits, churches, educational institutions and businesses. The Outcomes Conference is a place where leaders can come together for connection, thought leadership, encouragement and wisdom. I pray all Christian leaders will seize this unique moment to invest in each other and stand united in our call to transform the world for Christ."

Register to join leaders from across the nation and around the world at the Outcomes conference (outcomesconference.org).

ECFA Releases New Generosity Project Report

Check out the just-released Generosity Project Report highlighting giving trends of donors from each generational age bracket. The study contains data from over 16,000 donors who took the survey. Key findings include the types of organizations that Millennials give to, why a Boomer gives to a particular ministry and trends in giving for each generational segment. The report provides insights into more effective ways to recruit and maintain new, younger donors. To obtain a copy of the report, visit (ECFA.org).

Victory for Religious Freedom Advocates

In December, the U.S. House of Representatives approved the Frank R. Wolf International Religious Freedom Act (IRFA), H.R. 1150, three days after the Senate approved an amended version of the bill. The bill is named for a recently retired Virginia Congressman who sponsored the original IRFA in 1998. He became known over the course of his career as a top advocate for international religious freedom.

The original IRFA established a religious freedom office in the State Department and an independent watchdog panel, the U.S. Commission on International Religious Freedom (USCIRF). The new version of the bill demonstrates a prioritized

commitment to religious freedom, requiring the ambassador-at-large for international religious freedom to report directly to the Secretary of State rather than a lower-ranking official, as it currently does. It also requires a minimum number of employees to staff the IRFA office and creates new classifications to better identify and label the variety and degree of threats to international religious freedom, including nongovernment entities like the Islamic State and Boko Haram.

Russell Moore, president of the Ethics and Religious Liberty Commission of the Southern Baptist Convention, said that its passage "shows a strong coalition working together for the cause of international religious freedom. The bipartisan nature of this passage shows us that religious freedom does not have to be a partisan issue but is rooted in our deepest commitments as Americans, and I hope that persecuted religious minorities around the globe will see that they have not been forgotten. While the passage of this act by no means solves the religious freedom crisis around the world, it is a step in the right direction."

Paul Coleman, deputy director of Alliance Defending Freedom (ADF) International, said the bill "demonstrates that the U.S. is serious about the importance of religious freedom both for those who are suffering and for all those who love freedom in general."

Boosting Team Morale

10 practical tips for Christian leaders



By Dr. Dan Nehrbass

A FEW YEARS AGO when I became the president of Nightlight Christian Adoptions, it was clear from the board and employees that I had a mandate to improve morale. Having positive team morale is a key to creating effective momentum in any organization.

For the first three months I determined to listen and learn, with the hope that the information I gathered would help explain why morale was low and, more importantly, how we could improve it. From the concerns, complaints and discussions certain recurring themes emerged. Rather than organize our thoughts negatively by answering “why morale is low,” we visualized them positively by looking forward to what we could do about it. Here

are 10 practical steps we identified to improve morale. You can infer which specific morale killer each action plan addressed.

1. Communicate Clearly. “We hate surprises around here,” said one employee reflecting on the lack of communication: “I was driving to work one morning and I heard one of our office directors on a radio show. Then I got to the office and we had a flood of calls from people who heard the same broadcast. If I hadn’t listened to the radio on the way in, I would have had no idea what they were talking about!” Even employees with the best attitudes have difficulty maintaining team spirit without excellent communication. What is good communication? In *The 17*



Indisputable Laws of Teamwork (Thomas Nelson, 2013), John Maxwell summarized the law of communication in six words: “Consistent. Clear. Courteous. Supportive. Current. Vulnerable.” Teams with high morale have consistent communication that is both positive and timely.

2. Be Transparent. “We were never privy to that information in the past,” said an employee referring to my call for an office-wide celebration of a very large gift from a donor. While we can’t share detailed donor records with all employees, we can at least celebrate that a large gift has been received. In many organizations, information is on a “need to know basis.” Yes, people should know what they need to know!

But the default position of an organization should not be to share the least amount of information possible. It should be to share the most amount of information unless there is a reason to keep it secret. Transparency enables another morale booster: empowerment.

3. Empower Others. Nearly everyone in management has heard the cry, “We don’t need to be micromanaged.” The difficulty is that no one identifies himself as a micromanager, and we all have different definitions of what that means. In the book, *Multippliers: How the Best Leaders Make Everyone Smarter* (HarperBusiness, 2010), Liz Wiseman gives excellent examples of what micromanagement is, and she explains how it saps the energy of an organization. Wiseman sees empowerment when the leader tells her managers they have 51 percent of the vote. Most leaders fear ceding that much power, but there is one insurance policy. It’s not the veto. It is the dependability of the person to whom you delegate. Wiseman argues that if you can’t give the other person 51 percent of the vote, you’ve got the wrong person in that position.

4. Celebrate Success. An employee shared, “We didn’t use to have time for all this drama when we were busy.” Inevitably, as an organization enters a period of decline, this change is felt by the employees and contributes to low morale. Although people can find almost anything to complain about, as leaders we can only determine the outcome of things under our control. Gaining more success in the organization is one thing we can influence, and such wins should have a positive impact on morale. In *The First 90 Days: Critical Success Strategies for New Leaders at All Levels* (Harvard Business School Press, 2003), Michael Watkins explains that a new leader’s first order of business is to celebrate wins. Simply put, it’s more fun to win than to lose. Morale improves as people have more fun. We may not be able to change the tide of our industry or organization overnight, but we can acquire small wins that accumulate over time.

5. Affirm Others. In my first week at Nightlight, I had a stack of fancy thank you notes printed, and I looked for every authentic occasion to send them. Sometimes I would send them by mail, and other times I’d leave them on desks. When one employee got hers, she said, “Thanks

**Here are
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for the note, I put it up on my wall at home.” I figured the thank you note would be appreciated a little, but had no idea that the thirst for affirmation was that great.

Dr. Gary Chapman knows how great is the thirst for affirmation in the workplace. He is well known for the Five Love Languages. Those insights are applied to the workplace in a book by he and Dr. Paul White: *The 5 Languages of Appreciation in the Workplace: Empowering Organizations by Encouraging People* (Northfield Publishing, 2012). They suggest showing appreciation by affirmation, gifts, quality time, acts of service and appropriate touch. If you haven’t done so already, ask your team to take an inventory of their “language of appreciation” and keep a list of each person’s preference. Then, be sure to act accordingly and show appreciation to your team.

6. Repair Relationships. One employee had broken relationships with some managers early in her tenure, and

had earned limited access to our database. It was clear to me, however, that she was crippled not by access or ability, but by fragile relationships. I asked the managers to give her a fresh start. Though it would only be a small, tangible symbol, I knew it would be significant to restore full database access. She was touched to the point of tears, knowing what this move represented.

Often, it is not specific behaviors that cripple the workplace, but overarching relational problems. In *The Relationship Cure: A 5 Step Guide to Strengthening Your Marriage, Family, and Friendships* (Harmony, 2002), John Gottman states that it is not the infraction itself, or the number of times it occurs, but the *repair* of the relationship that determines success. To boost morale among your team, make sure that everyone knows and practices the skills of relational repair. A well-spoken apology and “I forgive you” can make tremendous progress in building a team’s morale.

7. Increase Pay and Benefits. “We haven’t had a raise in three years.” Such was the feedback I received from dozens of people in our organization. Leaders know that you get what you incentivize. If we incentivize hard work, that’s what we get. If we simply incentivize attendance, that’s often all we get. People respond to a variety of incentives: flexibility, praise, power, etc. But mostly, people like money. Since people generally feel that they deserve a raise (because of increasing experience as they stay with the organization), then they often feel mistreated if their compensation does not rise. For this reason, money is often called a demotivator. If employees don’t get a raise, they are de-motivated. But if they do get a raise, morale may only remain fixed, since the compensation was assumed. So leaders can remove a demotivating factor by addressing compensation. You will not solve all your people problems by simply paying people more money. But you can at least ensure that you have not created a problem by consistently paying people too little.

8. Refocus on the mission. The fact that the staff and the board gave me a mandate to improve morale is a double-edged sword. On the one hand, improving morale is indeed important. It’s vital for increasing performance. It’s vital for creating a Christ-honoring environment. It’s vital for organizational momentum. But once the employees in an organization decide that “how to improve morale” is the focus question, that organization is doomed. At our organization, the focus question must be “how to get more kids adopted.” If we let any other question consume us, we have lost sight of our true mission and purpose. Similarly, pastors and congregants alike are prone to make the focus question “what’s the problem with this church?” rather than “How can we make disciples of all nations?” The primary question on people’s minds spells defeat or success.

It may have come as quite a shock, but when our organization recently acquired a group of seven employees from another agency, I sat down with this team and said, “Please understand that you are priority number five. Our first priority is the gospel. Second is our mission to get more kids adopted. Vulnerable children and adoptive parents are third. The health of our organization is fourth. And our staff is fifth.” Fortunately, the team was not offended. Instead, they were excited to have such a clear path to achieving our mission.

9. Don’t demotivate. This means don’t do obvious things that kill morale. For a long list of these, read *Good Boss, Bad Boss: How to be the Best... and Learn from the Worst* (Business Plus, 2012) by Robert Sutton. I envy anyone who has not had the life experience to know the type of “bad boss” Sutton describes in the book. Not demotivating includes not doing things that you don’t know are demotivating. So, how can you do that? By listening. In my first three months at Nightlight, I carried a booklet and took sincere notes, which I still continue to reference

occasionally. I asked for feedback about any demotivators, including my own actions. I was told, for example, that whenever I closed my door while I was on the phone, people worried I was talking about them. If keeping my door open allays fear, it’s a no-brainer step to improving morale. Finally, not demotivating sometimes means removing people who are demotivating. In *Good to Great: Why Some Companies Make the Leap...and Others Don’t* (HarperBusiness, 2001), Jim Collins makes the case that a vital step for growth is to “get the right people on the bus.” Nothing is more demotivating than having a person sit next to you on the bus who just simply doesn’t want to be there. They will make it painfully obvious to everyone on the team.

10. Choose High Morale.

“Where is morale located?” Morale is not a substance. It is not located in the air. It is neither anchored to the organization, nor stuck inside the building somewhere. Morale exists solely within people. In that sense, it seems a little awkward to say that a person has “high morale” and another person has “low morale.” We are more accustomed to saying a person has a generally good attitude, or another person has a generally bad attitude. Groups are not substances either; they are collections of individuals. Morale, therefore, is located in individuals, and is a reflection of their attitude. The primary action that any organization can take to improve morale is for each person to enter the office each day choosing to have a positive attitude. Rather than say an organization has high or low morale, it is more appropriate to say, “That person acts in a way that contributes to high morale.” Your actions, and those of the people around you, are choices that contribute to the attitudes of people on the team. Your team can choose to make today great!

We have seen the benefits of this approach at Nightlight Christian Adoptions. Morale has indeed improved, creating positive organizational momentum as a result. I hope that these 10 practical steps to boost team morale will be a blessing to your organization as well. ●

DR. DAN NEHRBASS is the president of Nightlight Christian Adoptions, home of the Snowflakes Embryo Adoption program. He has worked as a pastor, professional counselor and adjunct professor of biblical studies at Biola University. He is an author and serves on several ministry boards. He holds a Ph.D. in practical theology from Fuller Seminary. Learn more at (nightlight.org).

Rather than organize our thoughts negatively by answering “why morale is low,” we visualized them positively by looking forward to what we could do about it.

REGAINING GOSPEL MOMENTUM

Wisdom from the Book of Acts

By Kay Arthur

WHAT IF GOD IN MERCY has responded to our fasting and prayers and provided a window of time to seek and make disciples in our nation and from the nations living in our land? To share the gospel without the fear of reprisal? Are we ready to seize the day for our God and his gospel?

Do we have the momentum to recover what we lost in the late 60s, early 70s, when the church in America seemed to move, biblically speaking, from the victorious days of conquest under Joshua to the dark days of the Judges? *“And there arose another generation after them who did not know the LORD, nor yet the work which He had done for Israel”* (Judges 2:10b).

How did the church that had so many blessings lose momentum for God, with everyone doing what is right in their own eyes, as in the days of Judges 21:25? Where did our “Joshuas” go?: those who meditate on God’s Word, are strong and courageous, obeying God’s commands, not turning to the right or the left, doing what God called them to do?

In preparing this article, I’ve spent days reading Acts in *The New Inductive Study Bible* (Harvest House Publishers, 2013) observing and marking specific key repeated words that I felt held the answer to my question.

In Acts, I observe four keys to gospel momentum: the Word, the Spirit, prayer and suffering.

1. MOMENTUM OF THE WORD

Acts 1:3 tells us Jesus spent 40 days after his death and resurrection with the apostles *“speaking of the things concerning the kingdom of God.”* Men described in Acts 4:13 as *“uneducated and untrained men,”* recognized as *“having been with Jesus.”* Yet on the day of Pentecost, God used the message of one of them, adding 3,000 souls to their number!

Read Acts 3:12–26. These men knew their doctrine. They understood that the death and resurrection of Jesus Christ brought forgiveness of sins. Jesus would return just as he promised and the prophets wrote. Repentance, having a change of mind about Jesus, and believing what God said in his Word was essential for salvation: *“words to you by which you will be saved....”* (Acts 11:14). They reasoned from the Word. They proclaimed, preached and taught God’s Word.

Why? Because the momentum of the gospel is in its words. According to Romans 1:16, the gospel is *“the power of God for salvation to everyone who believes....”* It was by, in and through Christ’s name: *“For there is no other name under heaven that has been given among men by which we must be saved”* (Acts 4:12b). This is a consistent theme in Acts. *“Of Him all the prophets bear witness that through His name everyone who believes in Him receives forgiveness of sins”* (Acts 10:43).

His name carries power and authority – momentum! This is

why Jewish authorities asked Peter and John, “By what power, or in what name, have you done this?” (Acts 4:7b). Jesus is the name which must be proclaimed, understood and believed in (Rom. 10:8–17).

Think about it. Could it be that the gospel lost its momentum in America because our busyness and entanglement in the affairs of this life kept us from his Word, and from a firsthand knowledge that brings confidence and boldness to stand for truth?

Was it that we didn’t really believe what Jesus said: “It is written, ‘Man shall not live on bread alone, but on every word that proceeds out of the mouth of God’” (Matt. 4:4)? Or maybe it was because we thought studying the Bible was for those called to teach and lead us spiritually! Maybe we didn’t think through that if God gave us 66 books in the Bible, it was because it took 66 to establish us in the whole counsel of God. Or maybe we were unaware that grace and peace are multiplied to us in the knowledge of God and of Jesus our Lord and that by his divine power he has granted to us everything pertaining to life and godliness, as is written in 2 Peter 1:2–3. We were to live accordingly!

2. MOMENTUM OF THE SPIRIT

Jesus’ instruction in Acts 1:4–8 included the admonition to “wait for what the Father had promised” and “you will receive power when the Holy Spirit has come upon you; and you shall be My witnesses....” When on the day of Pentecost, Peter preached of Jesus as “both Lord and Christ” (Acts 2:36), some were convicted, asking “what shall we do?” (Acts 2:37). Peter replied, “Repent, and each of you be baptized in the name of Jesus Christ for the forgiveness of your sins; and you will receive the gift of the Holy Spirit. For the promise is for you and your children and for all who are far off, as many as the Lord our God will call to Himself” (Acts 2:38–39).

It is the gift of the Spirit that seals us in Christ, who makes us a child of God and is our guarantee of eternal life. And thus we become his witnesses (Acts 1:8). It’s our spiritual DNA.

Mark references to the Spirit in Acts and list all you observe from the text. It provides perspective on living and being led by the Spirit – the power and the direction that is ours. He’s the one, beloved of God, who enables us to “speak the word of God with boldness” (Acts 4:31).

Knowing and walking in this knowledge brings momentum. It prompts you to begin your day asking to be led by his Spirit, to seek his will, wisdom, direction and strength. No situation or activity is too mundane. For instance, as I write this article my husband is dying, so I try to do most of my work in our bedroom. When I leave his side I ask God, by his Spirit, to prompt me to check on him. It’s amazing! And when I am “out and about,” I ask God to show me if I am to share Jesus with the person I’m talking to – and how. And when I do, it fires my soul. It’s life in the Spirit and the momentum grows!

3. MOMENTUM OF PRAYER

Prayer is another important word in Acts. Prayer and fasting make crooked places straight. Reading Acts, you see the

KNOWING AND WALKING IN THIS KNOWLEDGE BRINGS MOMENTUM.

followers of Jesus devoting themselves to pray for wisdom, help and direction. They pray when gathering together, ministering, making decisions and sending out workers. They pray in physical crises. They pray in prison, on beaches and on the sea. Prayer impacts the momentum of the gospel!

The stories of our laborers around the world from the slums of Sudan, to the refugee camps in Europe and the Middle East, the courage of those laboring in Islamic and Communist countries, all bear witness to the imperative of prayer and the leadership of the Spirit.

My heart soars. It causes me to press on even at 83!

4. MOMENTUM OF SUFFERING

According to Philippians 1:27–30, suffering for Christ’s sake is a gift that comes with salvation. When we bear it well, it gives incredible momentum to the gospel. Read Acts 8 through Acts 28 and note references to various difficulties encountered by those who faithfully persevere. Linger at Acts 14:19–28. Because Paul would not stop or slow down, even after being stoned, “many disciples” were made.

I believe, beloved, we are not strong in the Lord because we are trapped by fear of man, and thus are unwilling to pay the consequence of holding forth the Word of Life in the midst of this crooked and perverse generation. Either we don’t know or we forget that God is sovereign. No purpose or plan of his will be thwarted. Our times are in his hands!

“Oh Father, may we, the body of Christ in America, seize the day and regain our momentum by giving your Word priority, walking in your Spirit, praying without ceasing and rejoicing that we are counted worthy to suffer for your name.”

**All Scripture citations in this article are from the New American Standard Bible (NASB). ●*

KAY ARTHUR is the co-founder of Precept Ministries. As one of the principal Bible teachers at Precept Ministries, Kay speaks extensively domestically and internationally teaching the Word of God and the Inductive Bible Study Method. Kay is the teacher and host of *Precepts for Life™*, a daily television, radio and online program with an audience reach of over 75 million households, broadcasting into more than 30 countries. Learn more at (precept.org).

 **KAY ARTHUR** will speak at the Women’s Luncheon at CLA’s Outcomes Conference 2017, April 4–6, in Dallas (outcomesconference.org).

Mission and Momentum

An update on CLA's 2016 member survey

By Tami Heim

The theme for the Outcomes Conference 2017 is “Momentum.” Defined by the Merriam-Webster dictionary as the strength or force gained by motion or by a series of events, momentum can only be detected when you have clarity about what is happening today. Like the directory in the airport, you begin with finding the icon that declares, “You are here.” At that point you see where you are and then know if you are closer to reaching your destination than you ever imagined, or not. /// Christian Leadership Alliance (CLA) completes a comprehensive member survey every two years to ensure the resources and experiences it provides are relevant, timely and timeless. In the fall of 2016, CLA conducted more than a traditional membership survey; research experts were commissioned to do both a qualitative and quantitative study. /// Why such an in-depth look in 2016? For more than 40 years, CLA has been committed to understanding and meeting the leadership development needs of its members and followers. CLA continues to exist because it fuels nonprofit ministry momentum. That is why staying relevant is an ongoing priority. /// Here’s a summary of what the research revealed about CLA members, and how well the Alliance is accomplishing its mission.

PROFESSIONAL DEVELOPMENT

CLA members report a deep desire to pursue God-honoring excellence. They are driven by mission and recognize that faithful stewardship of time, talent and resources is important to God.

Members give CLA high marks for providing a broad range of *professional development opportunities* for Christian organizations, especially through the annual conference. In fact, 62 percent of those surveyed stated their first CLA experience was the annual training conference event, now known as The Outcomes Conference. It continues to be the highest rated CLA experience.

With a 40-year track record of hosting this one-of-a-kind training conference, the research validates the time and effort it takes to produce the event as time well spent.

Every year CLA asks participants to complete feedback surveys during and after the conference. The administrative team carefully reviews the results. The changes that happen from one year to the next are in direct response to the feedback.

Members say the conference offers a robust training schedule, and they deeply appreciate its spiritual emphasis. One notable finding was how much CLA members treasure the annual opportunity to be in community with like-minded leaders for networking, worship and spiritual encouragement.

CLA members are eager to learn from thought leaders and well-known experts. Some comments pointed to an interest in hearing insights from leaders outside the nonprofit world.

Consistent with past surveys was the high value members place on CLA's *Outcomes* magazine. This quarterly print publication is the one resource every CLA member receives. The next highest nod was to the monthly CLA Webcasts. The Outcomes Conference and *Outcomes* magazine have been foundational to the Alliance for decades, and CLA's Webcasts have long been a valued member resource.

In recent years, CLA has introduced many new learning experiences and resources. Members were not as aware of the newer ones. Here are some of the newer resources and experiences CLA offers its members.

- The Outcomes Academy – Online & Conference
- The CCNL Credential Program
- CLA's *Higher Thinking* Blog
- Christian Leadership Alliance Daily Digital Paper
- Leader2Leader Peer Advisory Groups
- 1:1 Outcomes Mentoring
- Outcomes365 – One-year leadership intensive
- CLATV: 24/7 Internet TV and Radio for Leaders



CHRISTIAN LEADERSHIP ALLIANCE

ORGANIZATION: Christian Leadership Alliance (CLA)

HEADQUARTERS: San Clemente, Calif.

PRESIDENT & CEO: Tami Heim

VICE PRESIDENTS:

Suzy West, Operations and Finance

Scott Brown, Leadership Experiences and Resources

MISSION: CLA equips and unites leaders to transform the world for Christ.

VISION: CLA envisions a world where all Christian leaders steward their lives, resources and callings with Christ-honoring excellence, influence and impact.

RESOURCES AND EXPERIENCES: CLA resources and learning experiences integrate organizational excellence with a biblical worldview. CLA offers transformational leadership training through the annual Outcomes Conference, the quarterly Outcomes Academy, and the life-on-life experiences offered in the Outcomes Community Network. In addition, CLA publishes a wide variety of print, digital, video and audio leadership resources. Learn more at (christianleadershipalliance.org/resources).

MEMBERS: CLA is an alliance of thousands of mission-focused Christians who lead in today's high-impact Christian nonprofit ministries, churches, educational institutions and businesses. See CLA Gold/Platinum member directory (pages 52 - 53) for more.

WEBSITE: www.christianleadershipalliance.org

There is a direct correlation between member awareness of a new experience or resource and how long it has been available. CLA commits to increasing overall member awareness of its newer professional development experiences and resources.

COMMUNITY AND NETWORKING

As already mentioned, the survey affirms that CLA members value collaborating with like-minded individuals and organizations. In the comments in this survey, networking was mentioned nearly twice as much as any other key factor for relevance to members.

CLA brings together Christian leaders in professional settings, allowing for a multitude of unique *networking opportunities*. CLA commits to communicating well the opportunities it provides for members to connect.

The CLA website (christianleadershipalliance.org) features a “Community” section in the main header. This identifies where members can browse for the type of networking engagement they prefer. Of course, participation in any learning experience opens the door to meeting and engaging with new people! CLA members now have many ways to network and stay connected throughout the entire year.

CHRISTLIKE LEADERSHIP

Members value that CLA brings focus to how *biblical values* permeate every aspect of an organization. Because CLA equips leaders based on biblical values, members consider this one of CLA’s greatest strengths. CLA members do not simply want to be the best leaders possible, they want to be men and women who *lead like Christ*.

Over half the members surveyed selected “humility” as one of the most important values in leading like Christ.

Here are the values cited in priority ranking:

- Humility51%
- Faithfulness31%
- Transparency24%
- Excellence..... 23%
- Service19%

CLA members embrace the high calling of Christian leadership and seek to serve in alignment with God’s will, plan and purpose. They acknowledge that CLA strengthens their ability to accomplish their kingdom goals and inspires them to do it with excellence.

KNOWING AND UNDERSTANDING TRENDS

CLA members want to be in the know about current trends, emerging issues and forecasts. This is one of the reasons the annual Outcomes Conference, *Outcomes* magazine and CLA webcasts ranked so highly among members. These have consistently been key sources for this type of information.

New to the mix is the Christian Leadership Alliance Daily Digital Paper. This daily digital paper aggregates content that

is shared by well-known thought leaders and CLA members on social platforms. It publishes every day and gives readers a daily look at what nonprofit leaders are saying, sharing and doing. Subscription to the daily paper is free, and this resource provides an immediate way for members to stay on top of trends and breaking news.

CLA also publishes three times each week on the CLA *Higher Thinking* Blog. Through this resource, CLA showcases the thought leadership of alliance members. As a result of the quality of the content each week, the *CLA Higher Thinking* Blog now ranks among the top 100 blogs available today on leadership. Many of these posts point to or capture the trends that nonprofit leaders need to be watching. And each month CLA publishes the *Outcomes* Online electronic newsletter, which shares top stories from the CLA Blog and key CLA news.

Whether in print or in a digital format, CLA seeks to keep its members and followers in the know about what is happening in the world around them.

FUTURE MOMENTUM OPPORTUNITIES

Next is the review of the two greatest

Here’s a professional credential designed just for leaders like you!

CLA’s Credentialed Christian Nonprofit Leader (CCNL) is a multi-disciplinary professional credential connoting individuals with the expertise for leading Christian nonprofits with excellence.

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opportunities highlighted in the research. Members believe that both are needed for CLA to remain relevant in the future. Neither was surprising and both have been top of mind for CLA leadership over the past several years. Gaining momentum in these areas requires commitment and support from all organizational and individual CLA members.

1. Next Generation Leaders

First, members want to see younger leaders attending and participating in CLA events. This includes the presence of younger leaders as general session presenters, serving as faculty in workshops and facilitating online courses.

CLA leadership agrees it is vital to build a bridge that connects current leaders to the next generation of leaders. All Christian leaders should seek ways to effectively transfer the wisdom from one generation to the next. And senior leaders have much to learn from their younger leaders. Younger leaders have fresh perspectives and the potential to ensure ministries remain vibrant and engaging to the next generation of donors and supporters.

The Alliance is poised to become the community that encourages cross-generational training and networking. In order to see a radical shift in momentum, CLA members need to commit to create the change they long to see. CLA leadership commits to infuse younger leaders into its Board and Advisory Council. In 2017, the CLA Advisory Council has already been charged to identify new and meaningful experiences that will best meet the needs of next generation leaders.

Like everything CLA does, it requires the collaboration and commitment of its members to make it so!

2. Diversity

Much like the feedback regarding younger leaders, the Alliance members believe it is essential for the Alliance to become more diverse. We agree, and deeply value the diversity that currently exists in the Alliance. CLA is dedicated to continually growing that diversity. Over the past several years, CLA has strategically

reached out to ethnically diverse ministries and organizations. A substantial breakthrough in the area of diversity will depend upon the leaders and organizations within the Alliance today. As CLA members and their organizations become more diverse, so will the Alliance.

History demonstrates how this works. Thirty years ago women represented less than 15 percent of the Alliance. As member organizations began to recognize the contributions of female leaders and appoint them to fill executive positions, the percent of women in leadership grew. Today female leaders represent close to 50 percent of CLA's membership.

As leaders, you decide whom you will invest in for the future. CLA encourages you to strengthen your organizations and the Alliance by investing strategically in younger leaders, and those who look more like the world you serve. One of the best ways to invest in their leadership development is to enroll them in CLA learning experiences!

CLA is grateful for those members willing to participate in the 2016 research. There was a strong cross-section of membership levels, leadership roles, annual budgets and demographics represented in the research. By God's power and grace, CLA will continue to build on its strengths and work closely with its members to seize today's kingdom momentum and to boldly address future challenges.

Your membership, engagement and voice matter to the future of CLA! ●

TAMI HEIM is president and CEO of Christian Leadership Alliance. Her professional career includes executive leadership experience in the technology, marketing, publishing and retail industries. Her career includes serving 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. Learn more at (christianleadershipalliance.org).

 Attend CLA's Outcomes Conference (outcomesconference.org), April 4–6, in Dallas to experience more than 350 hours of practical, biblically based leadership training.



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Making All Things

New

Attaining authentic biblical momentum

By Curtis Hail

AMID A SEA OF REFUGEES IN A DARK, hopeless camp, Omar a Sunni met Layla, an Alawite woman. If you follow the conflict in Syria, you know this should not work. Yet, in their pain, desperation and utter loss, they stuck together. Against all odds and among the homeless, they found a home. They found Jesus, the God of true and lasting peace, the One who restores broken lives and relationships. They love Jesus and their new family in Christ, above even their own strife-ridden clans.

As Omar shows off his beautiful daughter, he shares about his proudest moment in life — the day he wrote “Christian” on her passport application. Violence rages all around them, but their marriage stands as a picture of restoration in the midst of suffering.

The story of Omar and Layla depicts thousands of similar episodes that we witness play out all around the world in ever-increasing numbers and frequency. We see a hundred such stories daily — stories of Jesus coming to make all things new.

MAKING ALL THINGS NEW

Jesus’ mission was clear: *“For God was pleased to have all his fullness dwell in him, and through him to reconcile to himself all things, whether things on earth or things in heaven, by making peace through his blood, shed on the cross”* (Col. 1:19–20). We catch a glimpse of that completed mission in Rev. 21:5: *“He who was seated on the throne said, ‘I am making everything new!’”* God’s missional heart defines the nature and scope of our own work while on mission with him.

Our mission demands that we sacrificially follow Christ in crossing all barriers — be they geographic,

cultural, political, social, economic or religious — to bring Jesus’ redemptive, reconciling, transformative and restorative grace to this world. The Lausanne Movement speaks of this crossing of barriers as *integral mission* with “the intention of transforming human life in all its dimensions according to God’s purpose, and of enabling human beings to enjoy the abundant life that God wants to give them and that Jesus Christ came to share with them.”

e3 Partners pursues the integral mission of redemption and restoration on several fronts. Our global church planting mission encompasses establishing healthy, multiplying and transformative churches among all people groups. Biblically healthy churches grow, multiply and engage the community they serve in a transformational manner. We equip churches to grow and multiply spiritually, and empower them to engage the pressing problems confronting their communities.

Similarly, the vision of our media ministry, I Am Second, speaks to God’s purpose of restoring broken people: “The World as it was meant to be. People redeemed and lives transformed. Relationships rebuilt, communities revitalized and culture restored.” As we introduce Jesus into the unexpected places of our society through culturally relevant media, we seek to provoke action, inspiring Christians to step into culture and work to make things better.

The hallmarks of historic evangelicalism described by David Bebbington include biblicism, crucicentrism, conversionism and activism. We readily identify with the first three tenets that concern scriptural authority, Christ’s substitutionary work and spiritual rebirth. It is time to recover that fourth dimension of activism to bring social change and cultural impact through the gospel.

Today, we too often confuse political activism alone for the full-orbed holistic activism of living for and like Jesus in every aspect of our being that incarnates him in every dimension of private and public life. When we embody the gospel through both demonstration and proclamation, then we truly join Christ in his mission to make all things new.

MODELS OF REDEMPTIVE AND RESTORATIVE ENGAGEMENT

e3 Partners employs biblical, simple and transferable methods to equip churches to multiply new transformative churches. We utilize many of the common tools used today by a host of church planting practitioners, so that we share a common operating system, or language, to facilitate collaboration and synergy. We employ open architecture to allow seamless plug and play with others on both the domestic and international fronts.

In the field of community transformation, we likewise pursue ministry in this vein. We train church leaders to determine for themselves what community challenges to tackle and what resources God has already given them to meet their needs. They then design and implement their own plans to address the challenges before them. The leaders learn through a simple training module, straight from the book of Nehemiah, God's blueprint to embark on community transformation.

Whatever the strategy, we hold to three core values: biblical, scalable and global. We keep Christ and his cross central. Our methods must be replicable and sustainable by our field partners, thus avoiding captivity to dependency or irreproducibility. Our approaches reflect a global scope and applicability, geared to mobilize all Christians to play a vital part in making disciples among all peoples.

MOMENTOUS OUTCOMES

We sense a building momentum, even a genuine movement, by the spirit of God. Being careful to give full credit to God's divine animation and the leading role of our field partners whom we serve, and through whom all is accomplished, we do see God increasing the pace and impact of this work. In partnership with scores of churches, agencies, networks and key leaders, we saw God produce enormous gains in 2016. Recent reports indicate at least a doubling of all e3 Partners key outcomes including new church plants, professions of faith in Jesus as savior and believer's baptisms. See (e3partners.org/2016-impact-report) for details.

I Am Second exhibits similar momentum. In one recent month, we experienced 135,000 total media content views per day, or an amazing 1.6 content views per second. Our most recent film, featuring television stars Chip and Joanna Gaines, became the number nine trending video on all of YouTube upon release. Netflix recently acquired our first television documentary, *The End of Malice*, making it available to 70 million subscribers.

These data points simply reflect God's hand of favor producing what we call momentum, or in some cases even movement. Be it through economic opportunity, prevention of human trafficking, public health initiatives, refugee care or outreach

at summer hard rock concerts across the United States, we see God redeeming, reconciling and transforming lives as never before. We see restoration!

GOD IS MOVING IN OUR WORLD

Attaining authentic biblical momentum in spiritual work requires riding in the slipstream of God's initiative and action in the world. We feel blessed to have found that space for this season in time. It is by the grace of God to be sure.

However, we can look to certain signposts in the world to observe where God is working in particularly dramatic fashion. Here are three such key signs. The first involves understanding that we now live in an age where Christianity is a truly global religion. In the past 60 years the center of gravity of Christianity essentially reversed from the Western world to the Majority world.

There is a new global reality about which a number of authors such as Philip Jenkins have written. Christendom as we knew it in the West for several hundred years has passed in our lifetime, and a new era of Christian expansion and leadership is rapidly emerging in the Majority world. Momentum now requires new wineskins for new wine.

A second signpost resides in the massive people streams constituting the great human migration of our day. Vast numbers of migrants and unprecedented numbers of refugees represent tectonic anthropological shifts in our present world. Within this scattering phenomenon is found both the greatest challenges and opportunities for the Church.

The third signpost derives from the preceding two and other global imperatives such as poverty and oppression. Mission strategy must adjust to effectively meet today's environment. Enoch Wan and others speak today of nonlinear, nongeographic missions. Today, missions is polycentric, multidirectional and holistic. The demands of dislocated people, and realities in the developing world where Christianity is rapidly growing, point to new paradigms and fresh approaches. They point to gospel demonstration and proclamation, carried by authentic obedient multiplying disciples of Jesus Christ. We plant and water while trusting God to give the increase that he alone creates. But, in so doing, we must be alert, obedient and diligent. We can shape an environment that lends itself to momentum as we recapture the spirit of activism, employ sustainable and scalable methods that empower others to thrive, and embrace the many opportunities found within this new era of world Christianity.

God is the author of momentum. Happily, Christ invites us to join him in his mission of redemption, reconciliation and transformation. The Spirit offers us signs to where he is working and grants us the power to join him in that work of making all things new. ●

CURTIS HAIL is president and CEO of e3 Partners and its media subsidiary, I Am Second. A former CPA, he is a graduate of the University of Texas and Dallas Theological Seminary. He is currently a Ph.D. candidate in World Christian Studies at Southwestern Baptist Theological Seminary. He and his wife, Amy, reside in Dallas, Texas. Learn more at (e3partners.org).



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FROM THE

Samaritan's Purse offers hope to refugees.

By Ken Isaacs

OF MAHMOD'S 37 EXTENDED FAMILY MEMBERS, 23 of them — including his wife and six of his seven children — are still being held by ISIS. He was able to buy one of them back for \$35,000, but he didn't have enough money to purchase any others. His eyes drift downward as he tells how his 12-year-old daughter was given to an ISIS fighter. The heartbroken father is one of more than a million people forced to flee for their lives to the Kurdish area of northern Iraq, taking nothing but the clothes on their backs with them.

Those who escaped share similar horror stories. The reign of terror began with executions. Some went without food. Nearly all lived in constant fear of flogging, prison or worse. The best option for families was to just try to keep everyone inside as much as possible.

Many girls and boys have not gone to school for years. They were forced to witness evil that no youngster — or anyone for that matter — should ever see.

In the beginning, some families could afford to rent temporary housing, but now almost two years into the crisis, many are left to rely on displacement camps for shelter. No one knows when they might be able to return home. Samaritan's Purse has been there with them from the beginning and continues to provide for their physical needs while sharing the gospel of Jesus Christ with them.

Wisam began working with Samaritan's Purse as a translator in November 2014. Just three months earlier, he had fled the ISIS takeover of his hometown, Qaraqosh, a traditionally Christian city of 100,000. He escaped in his tiny red 1994 Opel packed with 14 people. Serving alongside the organization's staff, Wisam soon discovered a difference between his version of Christianity — visiting church once or twice a year — and the personal relationship his co-workers have with Christ. He was delighted to learn that he could talk to God in prayer — just one

aspect of the Good News he previously did not understand.

Hearing the gospel brought him new life. "We lost everything, but we gained Jesus," he said. "He changed my heart."

Nestled in an historic Christian village in northern Iraq's mountains sit homes that once accommodated visitors intent on enjoying cooler temperatures and rugged scenery. The area was even a favorite of Saddam Hussein. The ruins of one of his castles can be seen atop a local hill. Those quieter days are long gone now.

As ISIS violently entered the region, village residents welcomed fellow Iraqis fleeing the group's extreme brutality. Now, along a gravel road where many of the displaced are living, there are three small trailers and two tents that make up the Samaritan's Purse Child-Friendly Learning Space to help children ages 6 to 12 who have undergone terrible trauma.

Inside of one of the 10-by-16 foot trailers, a dozen 6- to 7-year-olds gather in a tight circle of small red and green plastic chairs for their Bible story class. As their teacher reads the story, they follow along in their books complete with color pictures. Then the students take turns retelling the story in their own words, and the class claps after each student's story. At the end of class, they all join hands to pray — their teacher leading and the students repeating after her in unison.

During the basic skills class, on the other hand, the students clean their desks and chairs and learn about picking up trash around their homes in the village. They also study hygiene. When there was a cholera outbreak in Iraq last fall, teachers educated students on prevention.

An 8-year-old boy named Akram said, "Everything in the school is very good. I like the music lessons." Since studying with Samaritan's Purse, Akram learned to play the tambur, a Turkish stringed instrument.

Noora, a 13-year-old girl, is happy to be studying because while many of the people in her family cannot read and write,



PHOTOS COURTESY OF SAMARITAN'S PURSE

FRONT LINES

now she can. “When the Child-Friendly Learning Space came, it was like hope started for us,” she said. She also remembers, “When ISIS came, we just ran away. We didn’t think we’d see our family again.”

Her 14-year-old friend Shad agrees. “They killed people and destroyed homes.” Reflecting on the Samaritan’s Purse school, she said, “It helps me forget about what’s happened to us. I was afraid of shouting before, but because of the school, it’s helped me forget about ISIS.”

The teachers receive training to help them understand the trauma the children have experienced and how to be sensitive to this as they teach. “We’re given a different vision of teaching,” said a teacher named Kasim. The staff sees the children as more than students. “My daughters, 83, and my boys, 59. This is my family.”

When the displaced people arrived in the community, the welcome they received from the church blessed them. Kasim said, “I want to say thank you to Jesus because he taught me this way of helping people.”

Across Iraq, Samaritan’s Purse continues to go into the front-lines of conflict and poverty to seize this moment for the gospel of Jesus Christ. Most recently, we sent an emergency field hospital to the Plains of Nineveh in close proximity to the town of Mosul, which was in the midst of fierce fighting between Iraqi Security Forces and ISIS. The hospital was equipped with an emergency room, two operating rooms and nearly 50 beds.

The hospital’s first patient arrived less than an hour after it officially opened. An 8-year-old girl had been hit with shrapnel from a mortar round in her pelvic area. She lost massive amounts of blood and was in shock. Shortly after, a second ambulance arrived carrying three women who had been injured by a car bomb. A few minutes later, yet another ambulance came with two patients who had been shot by a sniper. None of these innocent civilians would have had a chance at life if they had to rely on the next nearest hospital in the town of Erbil. Although the Samaritan’s Purse staff isn’t able

to save them all, they at least have a chance. Most importantly, in their most desperate hours, they are being showered with the love of Christ and assured that God has not forgotten them.

The director of the hospital, Dr. David Gettle, described this critical mission: “Initially, people may see us just as a medical facility providing treatment. But what they will find when they come here is that they will also be swept with love and care by Christian medical professionals who will not only save their lives but who will be witnesses for the compassion and mercy of Christ. We are here to plant seeds in the Nineveh plains, and we trust God to cultivate them.”

The name Samaritan’s Purse comes from the story of the Good Samaritan in Luke 10, which gives a clear picture of God’s desire for us to engage the world around us by helping those in desperate need wherever we find them. After describing how the Samaritan rescued a hurting man who had been overlooked by others, Jesus told his hearers to “Go and do likewise.” For more than 40 years, Samaritan’s Purse has strived to follow Christ’s command by going to the aid of the world’s poor, sick and suffering. This work earns a hearing for the gospel.

As Samaritan’s Purse teams work in Iraq and other crisis areas of the world, people often ask, “Why did you come?” The answer is always the same: “We have come to help you in the name of the Lord Jesus Christ.” As the Apostle Paul said in engaging the world of his day, “*For we do not preach ourselves, but Jesus Christ as Lord, and ourselves as your servants for Jesus’ sake*” (2 Cor. 4:5). ●

KEN ISAACS serves as the vice president of Programs and Government Relations for Samaritan’s Purse. During his more than 25 years of leadership, he has directed disaster responses globally, including the Ebola virus in Liberia, the Nepal earthquake, the Syrian refugee crisis and the ISIS displacement of hundreds of thousands of Iraqis. He has also served as director of the Office of Foreign Disaster Assistance for the U.S. government. Learn more at (samaritanspurse.org).



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Building Momentum through Social Media

Tips for making it a reality in your ministry

by Nils Smith

IT'S SAFE TO SAY THAT SOCIAL MEDIA isn't just a "here today, gone tomorrow" trend. Just look at some of today's mind-blowing statistics:

- Facebook now has 1.7 billion active users globally
- One-third of the earth's population is on social media
- YouTube reaches an audience of more than 1 billion
- Internet users have an average of 5.54 social media accounts
- 1 million new active mobile social users are added every day – or 12 each second
- Facebook adds 500,000 new users every day; 6 new profiles every second
- 72 percent of all online U.S. adults visit Facebook at least once a month

You get the picture: Planet Earth is really into social media, and is more interconnected all the time. As I consider the Great Commission, it's hard to imagine a more effective ministry tool to take the gospel to the ends of the earth than what social media has opened up for us today.

In the three-plus years since my book, *Social Media Guide for Ministry* (Group Publishing Inc., 2013), was first

published, much has changed about social media, including its scale, the shift to mobile and new platforms such as Snapchat and Periscope. Something else has changed. The key question I get from ministry leaders has shifted from "should we be using social media for ministry?" to "how do we do social media for ministry?"

The reality for most church and ministry leaders is that while they now understand the importance of social media, it remains a foreign world and one largely unexplored from an outreach standpoint. This is natural, since this vast ecosystem is generally foreign to everyone because there's never been anything like it before in history. Both locally and globally, our world is more connected than ever, thanks to the mobile revolution and social networks like Facebook, Twitter, Instagram and YouTube.

So, back to that burning question, how can you use social media to build momentum for your ministry?

DEFINING THE GOAL

The first step is to define your social media goal. An obvious inclination is to build the largest audience possible to hear your message. While scale is important, it's not nearly enough. To effectively build momentum, you must prioritize engagement over everything. An active, responsive community is the key to



generating social momentum. A highly engaged following will naturally experience the greatest growth and reach, but if size is the primary objective the results won't follow.

As I consider the importance of the Great Commission in regards to social media, I think it might be the Great Commandment that should be the ultimate driver of our social media strategy: "Love God and love others."

As you consider your own faith and the greatest influences on your life, you might think about a book you read or sermon you heard, but you will most likely think about an individual who built a relationship with you and, through the love shown in that relationship, pointed you closer to Jesus. Used well, social media is focused on relationship building rather than message broadcasting. Seeing this enormous platform as a one-on-one medium is counterintuitive to many, who view social media primarily as a giant billboard on a global interstate. Properly leveraging it for your ministry, however, means thinking about individuals and not just masses.

CHOOSING THE RIGHT PLATFORMS

Today there are dozens of potential social networks you can invest your time and resources on (believe it or not, Myspace is still around!). But just because you can doesn't mean you should.

My recommendation is to pick two to three social platforms that best fit the target community you want to engage and start by building and maximizing those. For most ministries, Facebook is the obvious place to begin. But if you're in youth ministry or specifically trying to reach and engage Millennials, Snapchat or Musical.ly might be better choices for focusing your engagement efforts.

Here's a quick guide to help you navigate some of the primary social networks:

Facebook

- Largest platform with 1.7 billion active users, and 79 percent of American Internet users
- Fastest growing demographic on the platform is women ages 55 to 65

YouTube

- Video engagement platform with social engagement opportunities
- Second largest search engine on the Internet (Google is #1)

Instagram

- Mobile pictures and video
- Audience skews female and is primarily 18 to 49

Twitter

- Primarily mobile news network
- Even split between male and female users; mostly 18 to 49, with 50+ audience growing rapidly

Snapchat

- Mobile storytelling app (very popular among teens)
- 60 percent of U.S. smartphone users between the ages of 13 and 34 are Snapchatters, but the 35+ group is rising sharply

LinkedIn

- Professional networking
- Slightly heavier male demo, evenly spread among 18 to 64 age groups

Pinterest

- A visual inspiration board for sharing ideas
- Heavily female, with widespread age group distribution

There are dozens of others, and they become more niche in nature as you expand beyond these most prominent social media channels. You can't be everywhere all of the time, so it's important to focus your time and energy on the right platforms and in the right ways.

Start by figuring out the demographic of your target community, identifying the networks reaching them and committing to doing those well. It is better to be on fewer sites and deliver good content and prompt responses than it is to be everywhere and not do any of them particularly well. If you set up social sites but then decide to not be active there, point people to the sites where you are active. It is not a bad thing to have placeholder accounts and pages. Just set appropriate expectations for how you will communicate there.

DEVELOPING YOUR CONTENT STRATEGY

The next step is figuring out what to say and share on these platforms. There are four key elements to an effective content strategy:

1. Quality – Every post on every platform should add value to those who engage with it.
2. Consistency – You should post a minimum of once a day on each platform on which you are engaged.
3. Variety – Mix it up with video content, images, questions, stories, etc.
4. Creativity – Push your own creative limits and those of each platform on which you post.

Unfortunately, this is where too many ministries stop, assuming that their job is to pick a platform, say something and let people talk. Really, creating a conversation is just the beginning: Effective ministry begins when people share, comment, like or disagree – and do everything in between. The most successful organizations on social media participate at every level of the conversation, knowing that there isn't a beginning or an end, but a community in which to participate.

BUILDING RELATIONSHIPS

Practically speaking, your ministry should reply and respond

to every comment or message within 24 hours. This is your users' expectation. Just as you reply to incoming calls, emails and letters, make sure you have systems in place to respond to those who are engaging with you on various social media platforms.

Sometimes people raise an objection by claiming that responding so quickly only creates more engagement, making it harder to keep up with. It doesn't scale. My reply: It's very do-able, it won't be easy and it's worth it. Engagement and response are at the core of social media done well. This is where the relationship is formed, nurtured and deepened. I cannot emphasize this strongly enough.

MEASURING YOUR EFFECTIVENESS

I shared earlier that reach and audience size shouldn't be your key goals, but these metrics are important measurements of the effectiveness of your social media efforts. When you engage a community, your following on social media will grow, and so will the reach of the posts and messages you want to communicate. Establish key measures of success and periodically assess your effectiveness. Make adjustments accordingly.

UNDERSTANDING THE VALUE OF ADVERTISING

You must be willing to invest some money. These platforms are free, but the ministries building momentum are doing so by spending money through social media advertising. That's the way to grow an audience and get them to take other actions that are critical to your mission. Here are six ad investments you should consider:

1. Facebook Page Like Ads (Growing awareness)
2. Facebook Boosted Posts (Increasing engagement)
3. Facebook External Link Ads (Driving visitors to website)
4. Facebook Lead Ads (Converting to email)
5. Instagram Link Ads (Driving visitors to website)
6. YouTube Video View Ads (Increasing awareness)

JUST DO IT

Strategy is great, but the best way to leverage social media is to start using social media. You will not figure it all out right away, but by doing nothing you're guaranteeing no results. Roll up your sleeves, get started and develop your strategy as you go. The truth is that once you figure it out, it will be time to change again. The good news is that we live in a moment in history offering an opportunity to fulfill the Great Commission in a powerful new way, digging deep into the Great Commandment. ●

NILS SMITH is the global director of social media+innovation for Dunham+Company. Prior to joining Dunham, he was the innovation pastor at Community Bible Church (CBC) in San Antonio, one of the largest and fastest growing churches in the U.S. He launched the ministry of Online Church for CBC, which now reaches more than 12,000 people a week from 400-plus cities worldwide. Smith is author of *Social Media Guide for Ministry* (Group Publishing Inc., 2013). Learn more at (dunhamandcompany.com).

 Attend the workshop being led by Dunham+Company's Michael Baker "CAPTURING THE ATTENTION OF MILLENNIALS" at CLA's Outcomes Conference 2017, April 4–6, in Dallas (outcomesconference.org).

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Managing Employees to Success

Making your mission, vision and values a reality

By Mark A. Griffin

I HAVE BEEN HONORED TO WORK for many impactful companies and widely known brands in corporate America. God has given me those experiences, coupled with education at some of the best higher education institutions in the U.S.

What works well in high-performing organizations — such brands as Quaker Oats, Gatorade and Snapple — also works well in smaller Christian-owned for-profit companies, nonprofits, ministries and churches. Why is this relevant? Because the methods that have made those brands individually expand and experience prosperity can help prosper your organization as well.

What is most important — enabling organizations to lead employees to success — is to install key human resources (HR) components. The first, which is foundational, is to establish your organization's mission, vision and values (MVV) statement. Much has been written regarding how critical a MVV statement is to success, including here in *Outcomes* magazine. (One of my articles, "Kingdom-Minded: Defining your mission, vision and values," appeared in the Spring 2014 issue.) The importance of having this integral to your HR strategy will never change. Without mapping your organization's destination by defining its core beliefs and purpose, it is impossible to move it in the direction to which God calls it.

"Then the LORD replied: 'Write down the revelation and make it plain on tablets so that a herald may run with it'" (Hab. 2:2).

Assuming you have an appropriate MVV designed and created with employee input, the next step is to integrate it into all you do, from an HR perspective. This is where most organizations falter.

Most leaders, after they create their organization's MVV statement, do what comes naturally: They share it with everyone. It is displayed on the company website, and printed poster-sized and proudly hung on the walls of its conference rooms and lobby. It is mentioned consistently — for about three months. And then it gets forgotten and dies. It dies because it

has not been made an intrinsic part of the way it guides business. It is not ingrained in the heart of the organization.

How do you make your mission, vision and values a part of how you work? You integrate it into the practices of the people who are in the best position to make it happen: those who apply your HR practices. HR practices touch all employees.

What are some examples of HR practices?

- Employee relations
- Recruitment
- Workforce planning
- On-boarding
- Training
- Performance management
- Compensation and benefits
- Attendance and leave
- Employee skills development
- Health and safety
- Employee activities
- Employment policies

While one could almost certainly laundry-list at least 40 or more solid practices, let's focus on six that you can integrate with your MVV quite easily:

1. Handbook
2. Recruitment process
3. Performance review process
4. Job descriptions
5. Communication process
6. Training and development

HANDBOOK

Employees complain when you don't have a handbook, but when you have one, they don't want it! An employee handbook is very easy to create, yet probably the most overlooked aspect of employment documentation. One thing is for sure: if an

organization has multiple work shifts or locations or simply a multitude of employees, an employee handbook helps to keep all employees on the same page.

Handbooks are always a delicate subject. When done right, however, and with employee input, this tool has significant positive impact. Here are some tips:

- Make it mirror your MVV
- Make it relevant
- Keep it simple
- Keep it legal and legit

“The Lord God took the man and put him in the Garden of Eden to work it and take care of it” (Gen. 2:15).

Allow me to expand on two of those points.

1. Make it mirror your MVV.

Your handbook should reflect your MVV, which essentially amplifies your culture. Someone who is unfamiliar with your organization should be able to pick up your handbook and see your heart reflected in the tone and guiding principles you lay out for your employees. The front of the handbook should contain your MVV, followed by the president’s message as to why the MVV is important to the organization and how it was created.

2. Make it relevant.

Having reviewed hundreds of handbooks over the years, one thing is certain: most are horrible. They are irrelevant, often don’t convey the culture of the organization and are more about preaching, or dictating, than guiding. It is possible to make it legal and legitimate without making it overly wordy and boring.

RECRUITMENT

One of the most difficult aspects of managing organizations is recruitment. It is not necessarily just difficult on the candidates; it’s also difficult on the organizations. While we live in tumultuous business times, with real unemployment exceeding 10 percent in almost every city in our nation, recruitment is still a challenge for a variety of reasons, including but not limited to:

- Lack of skilled candidates
- Emotionally wounded and hurt applicants who lack trust in any organization
- A too-large pool of candidates, which makes it difficult to know where to begin
- Lack of alignment with salary expectations; candidates are accustomed to more

These are all hurdles to climb over, but organizations with a well thought out process and strategy inevitably prevail in hiring the best candidates to accelerate the organization’s performance. The process of building a “high-performance” organization revolves around incorporating your mission,

vision and values into every HR practice as practicable, including recruitment.

When developing your strategy, weave in several concepts to help recruit the best candidates: those who will help you manage within your mission, reach your vision and operate within your values. Your process should include:

1. Networking vacancies to trusted sources
2. Using employee referral systems to increase your candidate pool
3. Using consistent hiring methodology when recruiting candidates
4. Including your MVV in any recruitment process

Be careful when developing your recruitment process. Many want to optimize the process to speed the days to hire-up. They want candidates fast. They want a paperless process and a filtering system to eliminate candidates who don’t match their requirements. Unfortunately, not being sure of what you’re doing, and working with unwise counsel, is a minefield you want to avoid; the results could be downright explosive.

I recently did some preliminary research on Equal Employment Opportunity Commission (EEOC) cases that have headlined in the past several years, painting a damaging picture of some very prominent organizations, including churches, ministries and nonprofits. The cases revolved around such factors as:

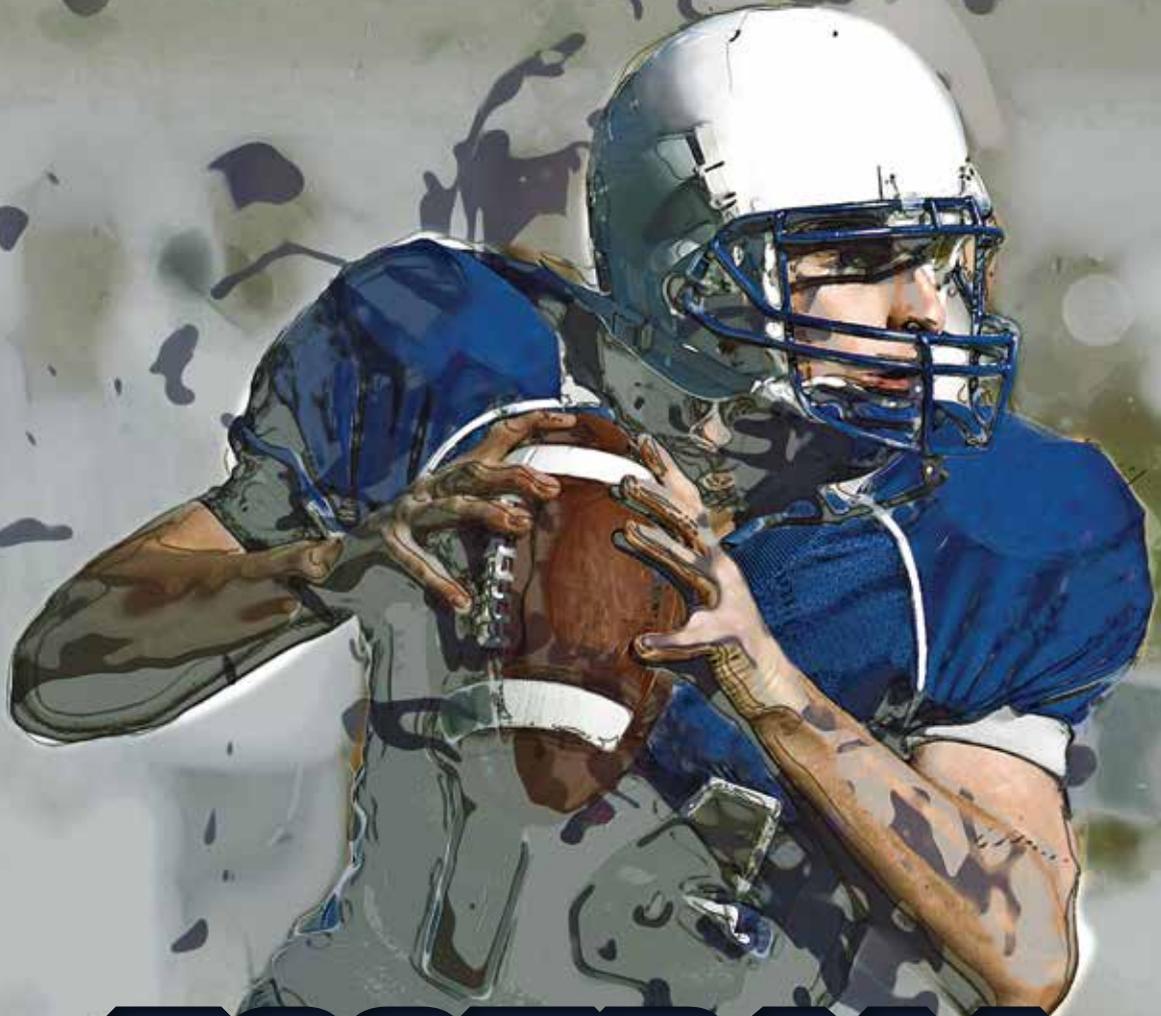
- Pre-employment testing
- Unlawful employment application questions
- Disability discrimination

Many organizations, even those with the best intentions, ask questions that can inadvertently result in disparate treatment across a broad spectrum of minority candidates. Organizations also rely on invalid forms of pre-employment testing as a screening tool, ones they might not be aware that might disqualify minority candidates at a higher rate than non-minorities. So, always make sure you know precisely what you are doing to protect your organization from legal action. When in doubt, seek advice from a qualified HR specialist.

Want to learn more about the other our aspects of integration: performance review process, job descriptions, communication process and training and development? Join us at CLA’s Outcomes Conference in Dallas. We look forward to sharing with you our successful format on how to develop a high-performance HR system for your organization. ●

MARK A. GRIFFIN is the founder and chief consultant of In His Name HR LLC. Follow him on Facebook at InHisNameHR or on Twitter @InHisNameHR. In His Name HR helps organizations build HR programs based on MVV. Contact them for more information at (InHisNameHR.com) or e-mail them at HR@InHisNameHR.com.

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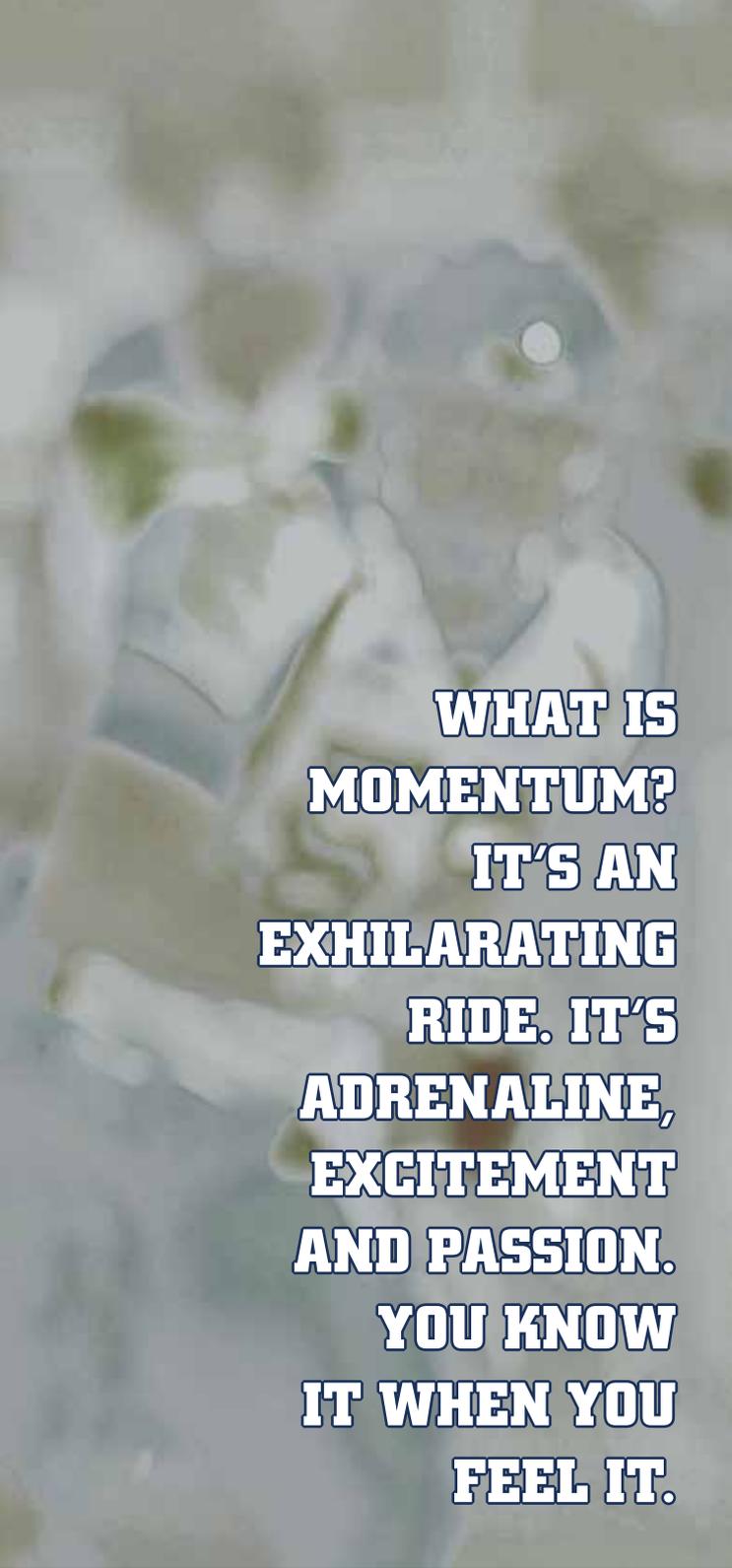
FOOTBALL AND FUNDRAISING

THE IMPACT OF GAME-CHANGING MOMENTUM

By Kn Moy

FOOTBALL IS A MOMENTUM-DRIVEN GAME. In the NFL, momentum often doesn't start to impact teams until late in the season. But when it does hit, it can carry a team to a championship.

In this past season, my own hometown team, the Seattle Seahawks, was decimated in Week 12 by a Tampa Bay Buccaneers team that had lost as many games as it had won. But in Week 13, the Seahawks went on to rout the reigning NFC Champions, the Carolina Panthers.



**WHAT IS
MOMENTUM?
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EXHILARATING
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EXCITEMENT
AND PASSION.
YOU KNOW
IT WHEN YOU
FEEL IT.**

For Seattle, that game was a momentum-changing, break-out win, going from a season-low 245 yards of offense against Tampa Bay to a season-high 534 yards against Carolina, and scoring the most points in a game since 2013. From that one win, the Seahawks' season became all about riding the momentum wave propelling them into the post-season.

Time after time, it's the hottest — not the most talented — football teams that have won the Super Bowl. In football, momentum is everything.

MOMENTUM IN FUNDRAISING

Momentum is equally critical in fundraising. What is momentum? It's an exhilarating ride. It's adrenaline, excitement and passion. You know it when you feel it. So do your donors. Donors are attracted to your momentum because it feels like something big is going on, and they want to be a part of it.

The truth is, if you're raising funds today, you may be like a lot of other fundraisers who wonder why others have momentum and you don't. Your team is at a standstill. Everything you've done during the season has not turned things around. It's your job to get your team going, build momentum and harness that momentum to keep it going. Creating momentum is not an easy task, but once you get it, it's worth the effort.

THREE KEY ACTIVATORS OF THE MOMENTUM CHAIN

In today's increasingly complex marketplace, smart charities are looking at every possible way to gain advantage and drive growth. Creating momentum in fundraising and riding that wave of momentum is a priority now more than ever. But how do we create and sustain momentum in fundraising today?

Let me offer some recommendations directly from the world of sports science — *three key activators* of the momentum chain. These three activators are derived from the work of performance psychologist Dr. Jim Taylor and his associate Dr. Andrew Demick, and their paper "A Multidimensional Model of Momentum in Sports" published in the *Journal of Applied Sports Psychology* (Volume 6, 1994). Alongside these momentum activators, I want to address key realities of today's donor marketplace.

1. Momentum Activator: Momentum shifts always begin with a precipitating event.

Without precipitating events, there are no noticeable momentum shifts in games. Examples of precipitating events in football: an interception or fumble recovery (positive event), or throwing an interception (negative event).

Key Reality: Two precipitating events have changed everything.

Two precipitating events have changed everything today in fundraising according to the Independent Sector.

"The massive shifts on the *technology* and *demographic* fronts are the two biggest challenges confronting nonprofits today because they are transforming donors" (2015 Independent Sector Report).

Both of these precipitating events in our marketplace have had both positive and negative consequences. Charities can either harness these precipitating events and evolve strategies that will help them thrive in the marketplace, or charities can choose not to respond and be flattened by them.

2. Momentum Activator: Precipitating events motivate a reaction, leading to changes in attitudes, behaviors and performance that alter the style or impact of the team's play.

When a precipitating event is positive (e.g., a team recovers the opponent's fumble), this can lead to a feeling of renewed energy and increased determination in the heat of a game, or when an event is negative (e.g., a team turns over the ball), this can drive players to the point of having physiological changes like tightness and panic, which can undermine overall performance.

Key Reality: We must respond to massive generational change.

While the majority of America's 1.5 million charities have been investing on the technology front for over a decade, few charities today have re-engineered and optimized fundraising practices in response to the massive changing demographics of our nation.

This is a cause for great concern. Our donors today are not the donors of the last century. Next generation givers, especially the Baby Boomers, who are America's

wealthiest and most influential generation, are not being activated and sustained by the same strategies that reached their direct-mail loving and interruption-marketing-tolerant parents – the Matures.

By the way, the Matures, those born before 1945, are exiting the giving scene, dying at the rate of 15,000 per day or 5.5 million annually. And, since the recent recession, we have data that suggests that many have retracted their charitable giving because of growing concerns about outliving their savings.

The challenge in fundraising today is that most charities continue to use last-century fundraising approaches to engage the next generations of donors. Even as charities have moved online, they still use the same overall transaction-centric approaches to fundraise, just in a different channel. Because so much of fundraising is stuck in the past, it is increasingly challenging for charities to tap into the coming of age of

the next generations, who at every life stage have done things differently than the Matures.

In order to create and sustain momentum in fundraising today, charities must start evolving strategies and practices that tap into the passion of next generation donors. To assume they will respond to the same approaches and strategies of the last century is financial suicide.

Without question, the next generation of donors is our biggest opportunity for growth over the next two decades. Two groups are the keys to that next generation of donors:

1. Baby Boomers (1946-1965):

They're the largest adult generation in U.S. history, and today control 80 percent of all wealth and 70 percent of all disposable income. They spend more money than any other generation – and they spend more online – because they have more money to spend. Boomers are currently a third more generous than

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the direct-mail-loving elder donors, giving almost half of all dollars to charity today. (Mature donors currently give a quarter of all dollars to charity.) At the height of the recent recession, just over two-thirds of all Boomers gave financially to charity, representing over 20 million more donors than all the Matures combined. And, remember, Matures are dying at the rate of 15,000 per day. Boomers won't get there for another two decades.

“Charities looking to bolster their fundraising efforts should focus their attention on the Baby Boomers, from whom the bulk of money will come...” *Forbes* magazine, “Charitable Giving: Baby Boomers Donate More, Study Shows,” by Deborah L. Jacobs, Aug 8, 2013.

2. Millennials or Gen Y (1980-2000):

This is America's largest youth generation. They account for just over 10 percent of all financial giving today, despite that fact that Gen Y is big, around 80 million – the same size as Boomers when you factor in immigration. The average Millennial four-year-college grad today is weighed down by an average debt of \$50K (\$37K from college loans alone). This is why *Forbes* Magazine reported that 72 percent of Millennials would rather fundraise than give financially. We believe this may be their highest and best role. Because Boomers, the “Me Generation,” and Millennials, the “Me, Me, Me Generation,” get along so well, Millennials are in a position to recruit their Boomer loved ones as donors for the causes they care about. The Boomer-Millennial connection may be the largest force for good in philanthropy today.

3. Momentum Activator: When momentum shifts, and we experience performance change, we typically see immediate outcome change.

Outcome change is the end of the momentum chain. This is often

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perceived as a momentum swing, which alters the flow of the game. Typically, the game-changing moment is recognized by everyone – players, coaches and fans.

Key Reality: Fundraising needs a game-changing moment.

Every charity in America needs to have a game-changing moment that will shift its fundraising momentum. That moment will come when we recognize that we can't do fundraising the way we did in the last century when we had Mature donors who were happy to sit on the sidelines, receiving fundraising appeal after appeal, and only writing one or two checks a year. That game-changing moment will come when we recognize that we can't keep constantly asking next generation donors for money without bringing them more meaning, value, passion and relationship as donors. The game needs to change with the next generation.

If we can change the game, we'll experience the generative power of momentum, a chain reaction that will grow exponentially, resulting in a critical mass of next generation donors who give financially because they are energized about our causes and feel deeply connected to the vision and passion of our brand – not because they are receiving the 16th direct mail appeal of the year and finally relented to give.

Put simply, with the next generation of givers, the more momentum you have, the more you get. ●

KN MOY is Masterworks' senior vice president of strategic and applied foresight. His work focuses on helping nonprofit decision-makers and strategy implementers grapple with the complexity of today's changing donor landscape. Kn can be contacted at kmoy@masterworks.com. Learn more at masterworks.com.

 Attend the workshop being led by Kn Moy "TAPPING INTO PHILANTHROPY'S BOOMER TSUNAMI" at CLA's Outcomes Conference 2017, April 4-6, in Dallas (outcomesconference.org).

Equipping Emerging Leaders

Cru's Senior Leader Initiative

IN JANUARY 2004, we sat quietly, sobered by reality. Current U.S. leaders in Cru, in their mid to late 50s, had no obvious successors or succession plans. Leaders with potential to qualify didn't have the organizational leadership experience to lead nationally. They had no ministry or leadership experience outside of their local ministry, and no ways to test their experience and assumptions in a wider context.

This realization led to the birth of Cru's Senior Leader Initiative (SLI).

Fast forward, 12 years later — a meeting room in Los Angeles was full and buzzing as we awaited the recommendations of SLI's "Action Learning Project" teams. These teams, from the sixth cohort of SLI, were distilling several months of work into a 15-minute presentation on recommended changes.

As I looked around, I saw...

- Emerging leaders who applied for and said yes to the opportunity to give 15 percent of their time to this two-year program, including covering their own travel expenses
- Supervisors and national ministry directors who recommended them and approved the time commitment away from current ministry responsibilities
- Outside coaches, marketplace leaders who committed to twice monthly coaching calls, and two face-to-face visits, to coach participants through the program. Some were present, others were online watching a livestream of the presentations
- Top ministry leaders who entrusted strategic work to younger leaders and opened up to learn from younger leaders what needed to change
 - The design team for SLI that diligently worked for continuous improvement from cohort to cohort
 - SLI alumni who served as internal coaches giving feedback from assessments and action learning

As their presentations unfolded, we realized we were harvesting the fruit from our risk to bring new methods of learning, action learning and coaching into our culture.

So, what has happened in those 12 years? Back in 2004, we discovered that while we were effective in developing local team leaders, we weren't preparing leaders for organizational leadership. The Senior

Leader Initiative was born to accelerate that development. (*Senior* was chosen to cover multiple titles for local and national leaders.)

We asked ourselves, "how could we better prepare effective local leaders with potential for broader leadership for future next level assignments?" The answer to that question was a two-year modular approach combining experiential learning, content, storytelling, coaching, assignments, assessments, feedback and development plans. We read, canvassed our networks, enlisted help from friends and developed a preliminary plan with a launch date of 2005 at our U.S. staff conference and a "graduation" set for Cru's U.S. staff conference in 2007.

Prior to graduation of our first SLI cohort in 2007, we had to decide if we would go ahead with a second cohort. Given our experience, we knew we were on the right track and committed to it. We prayed like crazy. We worked out our communication gaps. The improvement cycle really kicked in. We adjusted, with better agreements, greater understanding and more commitment to get this initiative working for all concerned. With each cohort, our commitment to continuous improvement resulted in better leadership development. As participants returned to the field, their development became the biggest selling point.

Twenty five percent of the SLI is committed to Action Learning Projects. Ministry leaders serve as project sponsors, chartering an action learning team (participants from different ministries) to pursue solutions for strategic problems standing in the way of our vision and mission. These projects aren't busywork; they have to be substantive. They can't be projects being worked on by someone else. Those are the recommendations that we were waiting to hear in that room in Los Angeles.

Somewhere along the way, Cru's President Steve Douglass casually endorsed the action learning projects he had seen. In a few words, he introduced the idea in a global meeting. The following year, two leaders from that meeting launched similar emerging leader initiatives in Africa and South America. As they joyfully shared the results with their colleagues, others followed suit and began regional initiatives.

Today, emerging leader initiatives are part of Cru's culture around the world. To date in the U.S., we've seen about 125 leaders matriculate through this program with 60 percent moving into wider leadership roles.

On that day last year in Los Angeles, the buzz in the room was a happy sound to me. That sobering reality we encountered in 2004 is changing! ●

ANDREA BUCZYNSKI is the Campus Crusade for Christ (Cru) vice president of global leadership development. She has been a Cru staff member since 1977, serving in various ministry leadership roles. Learn more at cru.org.





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And more to come!

Power of a Prayer Culture

The path to immeasurable momentum

IF YOU WANT TO INGRAIN one transformational habit into your company's culture, may I suggest that none is more important than prayer.

Let's be clear: There is no power in a prayer culture itself. The power is in Jesus. But prayer is the conduit, the beautiful collision where eternal Creator connects to finite humans.

Prayer is the currency of heaven. Anything heavenly about an organization runs through prayer. The Christian leader has encountered the risen Christ and realizes the only appropriate response is to pray unceasingly.

As Christian leaders, we see the work before us and the broken world around us. When we're honest with ourselves, we clearly understand that prayerless efforts have no heavenly return on investment. Without a prayer culture, things may look good on paper, but the spiritual reality is tarnished and the hearts of workers are unfulfilled.

Today's world is the most complex ever, and the Christian leader is challenged daily with how to answer this evolving complexity. With demands of all kinds, we find ourselves answering leadership decisions with temporal solutions that lack eternal vision and godly purity. That is exactly opposite of our eternal calling.

Why is prayer culture more important than anything else?

Because prayer addresses the greatest problem in our organizations today, a problem we cannot fix: the human heart.

I have the privilege to serve at a Bible translation organization, Seed Company, founded and fueled in a healthy prayer culture. Prayer culture has the utmost importance in our organization because it is the only thing that keeps what we build from being destroyed, even though we might be deemed successful in the world's eyes. I Corinthians 3:13 speaks to us now: *"But on the judgment day, fire will reveal what kind of work each builder has done. The fire will show if a person's work has any value"* (NLT).

How can we ensure the everlasting impact all the work that we and our coworkers have labored for with our lives? What will guarantee eternal value? That guarantee only comes when Jesus truly pervades and reigns in every aspect

of our organizations. That is only found in a biblical prayer culture.

As Seed Company's manager of prayer, I witness daily the supernatural impact on the hearts of staff and our missional impact when prayer is given highest priority. We begin each day with a staff prayer meeting, which begins a natural rhythm for the team prayer meetings that flow throughout the day. We are beyond thankful to have a prayer room, a full-time intercessor onsite for internal needs, a part-time intercessor for "pipeline" projects, and a weekly prayer guide. From 2010 to 2015, we witnessed an unprecedented growth of translation projects with which we are engaged — from 370 to 864. A major factor in that growth was setting the standard to have 10 prayer partners for every one of our Bible translation projects.

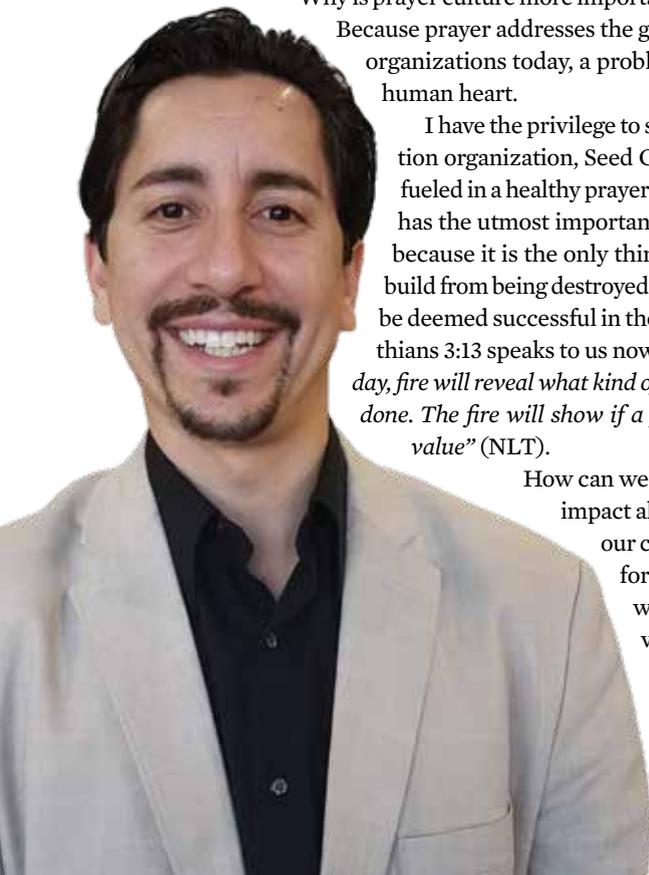
Also consider Every Home for Christ. In 2003, the ministry built a prayer building called the Jericho Center. Currently, Every Home for Christ sees about 11 million people respond to the gospel per year. Before they put an emphasis on prayer, it was around half a million. Creating an official prayer leader position and space for prayer are the first steps towards experiencing God's power in prayer culture.

You can think of prayer culture as a community relationship with Jesus. A worthy view of Jesus will produce a worthy prayer culture, making all the effort worth it. As leaders, if we see Jesus rightly, and we share and model this personal revelation, then providential momentum will transpire exponentially.

The best things in life require the greatest cost. Is a powerful prayer culture instantly experienced after you hire an official prayer manager and set aside building space for community prayer? No, it's not that easy. We are talking about the central purpose of the kingdom of heaven on earth! Satan and the world oppose prayer more than anything because the victorious Christ enters the scene through prayer. Investing your organization's resources into growing a thriving prayer culture will be the best decision you will ever make as a leader. See the flood of his grace abound with immeasurable momentum as his kingdom comes. ●

SOLOMON LUJAN for more than a decade has helped churches, universities and various organizations develop prayer culture. He began serving in Jerusalem and now lives in Texas, where he is the prayer manager at The Seed Company, a Bible translation organization with a vision for reaching every people group that lacks God's Word by 2025. Learn more at (theseedcompany.org).

Attend the workshop being led by Solomon Lujan "BUILD AND SUSTAIN PRAYER CULTURE" at CLA's Outcomes Conference 2017, April 4–6, in Dallas (outcomesconference.org).





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Multigenerational Teams

Turn your frustration into momentum.

“NOBODY WANTS THAT!” These words expressed the sentiment of just about every organizational leader at the end of our annual international convention. Senior leaders left frustrated and exhausted. Younger workers felt devalued and overlooked. I was annoyed... angry... hurt... numb. Did I cause this? How could I have worked against the very ministry I passionately toiled to advance? I replayed their painful words of misunderstanding for days.

The next week our ministry got intentional about creating multigenerational teams. I devoted myself to designing a culture fueled by multigenerational leadership. I studied multigenerational teams inside and outside of my organization. I added multigenerational workshops to our live events. Multigenerational teams led these events. We intentionally composed teams representing diverse generational interests and polarizing viewpoints for mission-impacting ministry work.

It's been years since that pivotal convention catalyzed our multigenerational journey. Today, multigenerational teams are part of our ministry DNA. As a result, we have increased organizational capacity, generated leader resources and built momentum.

So how do multigenerational teams turn frustration into momentum? Here are a few lessons from our journey:

1. REACHING RENEWAL

Each generation has unique work habits, motivations, behaviors, values and communication styles. This generates friction in the workplace — even the Christian workplace. International organizational leadership consultant Stan Gryskiewicz challenges organizations that want a competitive advantage in the future to embrace what he calls “positive turbulence.”

In fact, he says we ought to create it. My teams create positive turbulence then move through it to momentum-building renewal. It is refreshing to observe a 52-year-old ask a 20-something for input, then use it. To watch it in reverse is inspiring!

2. GLOCAL GAINS

Today's ministry operates in a global society. Digitally connected Millennials and GenZ members like to think globally. Older generations recognize the need to act locally. Our multigenerational teams have gained momentum through what we call “glocal” strategies

— think global, act local. We're building a stronger global community where more people impact more people.

3. LISTENING LEADERS

We are learning to listen to GenZs' ideas for designing relevant curriculum, media and messaging. They are learning to listen to Boomers' experiences in event planning and coordination. Millennials offer fresh new approaches. GenX and Boomer leaders share stories of struggle and celebration. Listening leaders grow ministry momentum.

4. SUCCESSFUL SUCCESSORS

Every conscientious ministry leader I know is looking for successors — emerging leaders to carry the torch when older workers move on. These transitions can be tumultuous, often alienating formerly invested stakeholders. When younger workers serve with and learn from those who paved the way, they are much more prepared to successfully assume greater responsibility — and do so much more gracefully.

5. MUTUAL MENTORING

In my organization's culture of intentionality, we encourage members to seek out mentoring relationships. Older leaders, whom we call “wise guides,” share their experiences, missteps, values, best and worst practices, vision and aspirational goals. Junior team members, whom we call “surprise guides,” bring tech savvy, digitally connected, socially aware and relevant perspectives. These young leaders communicate wanting to be known as people rather than projects. Mentees are genuinely interested in learning from older mentors when treated as valuable team members. Mutual mentoring relationships foster unity. Unity always builds momentum.

The ministry is stronger today than at the convention all those years ago. Our ministry leaders have embraced a multigenerational team culture. We know we are better, smarter and stronger together. ●

International seminar speaker and coach **DR. TERESA MOON** is founding president/CEO of the Institute for Cultural Communicators, an expanding global community with multigenerational teams empowering next-gen Christian leaders in 40 states and 20 countries. Learn more at (iccinc.org).

Attend the workshop being led by Dr. Teresa Moon “**MOMENTUM THROUGH MULTIGENERATIONAL TEAMS**” at CLA's Outcomes Conference 2017, April 4–6, in Dallas (OutcomesConference.org).



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Global Momentum

Empowering others through God's grace

WHEN HER HUSBAND PASSED AWAY, Jane, a citizen of Kenya, was left with five children to raise — ranging from 8 to 16 years of age — with one more on the way. Like so many other single and marginalized mothers in the region, financial pressures began to mount and she found herself struggling to provide the survival basics for her family. In a moment of absolute desperation, she made the heartbreaking decision of selling herself as a prostitute. As she looks back on this period of her life she recognizes how shamefully degrading this was. And Jane is so very grateful that by the grace of God she found her way out.

EMPOWERING WOMEN OF WORTH

Leaning on the financial support, training and accountability of The Salvation Army sponsored Women of Worth project, Jane launched her own ironworks business. Four years after joining the program, Jane's business is flourishing, and her children are all being educated, with some going on to college. Jane is now the boss and, to meet demand, she hired two men to support her growing business. In her journey to empowerment, Jane transformed from being enslaved by men to hiring them to work for her.

Since the initial implementation of the Worth project over 10 years ago, The Salvation Army has had the privilege of representing Christ in bringing hope and opportunity to more than 50,000 women like Jane and her family in Tanzania, Kenya and Uganda.

COLLABORATING TO RESPOND TO CRISIS

On March 11, 2011, Japan was struck by one of the most powerful earthquakes on record. Within minutes, a tsunami swept away entire towns along Japan's eastern coast, causing widespread devastation.

More than 15,000 lives were lost and more than 500,000 were left homeless in a landscape of ruination and hopelessness. Many Christian organizations along with numerous NGOs from around the world rallied together to bring support. Our organization has been privileged to work with many partners, and together we have witnessed the tremendous transformation that occurred in the months and years that followed.

Onagawa, a fishing village in northeast Japan, was entirely swept away by the tsunami. Providing boats, machinery, forklifts and other equipment to revive the area's fishing industry and help support local fishermen, proved especially helpful. In the same village, provision was made

of a temporary shopping center, allowing merchants to efficiently resume their businesses while the government developed plans for long-term recovery. Hundreds of jobs for construction workers, shop owners and their employees were created in the process. Local business owners, who had initially considered moving to other communities, were enabled to stay. The shopping center also provided a place for community recreation, socialization and relaxation. This empowerment was duplicated in Minamisanriku, further up the coast, along with several other projects throughout the affected areas. Effective partnering proved essential in our efforts to help empower entire communities. By God's grace, as we offered ourselves to him, we were allowed to be able to make a difference.

DEVELOPING CAPACITY FOR THE FUTURE

While we thank God that we have witnessed over and over again examples of empowerment as it relates to individuals, families and even villages and entire communities, we have even broader challenges within our organization that, with God's help, we are attempting to address.

The Salvation Army is presently operating in 128 countries around the globe. More than 80 percent of these operations are dependent on outside intervention and support to maintain financial viability for their ministries. This type of dependency fosters paternalism toward the recipients no matter how well intentioned the donors. Ultimately, The Salvation Army desires for all of its work to stand on its own, where possible, establishing agendas that mobilize its forces to carry out the mission without dependence on outside initiators and facilitators.

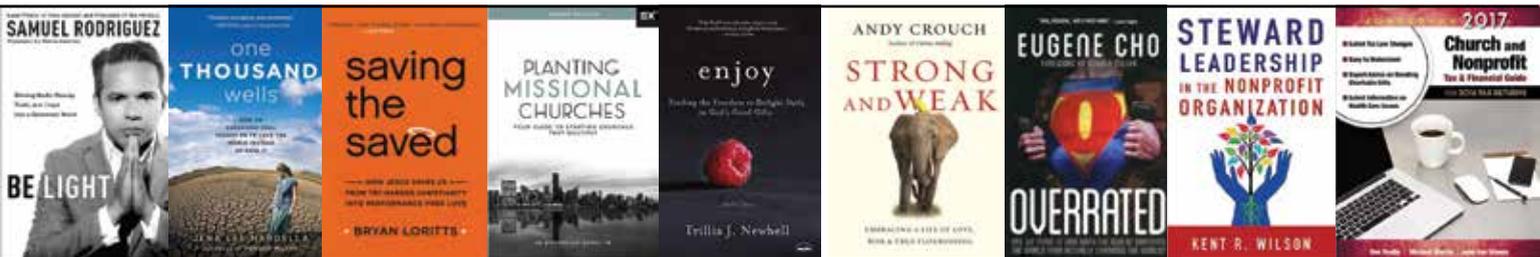
God has expanded our vision, and we are in the process of retooling and increasing our own capacity. Momentum is building. Capacity development and the empowerment of our partners around the world toward financial independence have become top priorities.

God is opening doors, and new experimental initiatives are being developed and launched. We are optimistic and always mindful that God is not bankrupt. As we do our part, God is faithfully doing his.

To God be the glory! ●

LT. COLONEL THOMAS BOWERS was appointed National Secretary (Executive Director) of the Salvation Army World Service Office, SAWSO, in 2015. The purpose of SAWSO is to represent the international development interest of The Salvation Army, USA. Through a team of international development professionals, the organization is focused on representing Christ in the areas of education, health, disaster response, livelihoods, anti-human trafficking, capacity development and sustainability. Learn more at (sawso.org).





Books to Consider ...

Thought leadership from CLA's Outcomes Conference 2017 speakers and faculty (outcomesconference.org)

BE LIGHT: Shining God's beauty, truth, and hope into a darkened world

By Rev. Dr. Samuel Rodriguez
(WaterBrook, 2016)

In *Be Light*, Rev. Dr. Samuel Rodriguez — described by Fox News and CNN as “America’s most influential Latino Evangelical leader” — provides a blueprint for confronting darkness in every realm of our lives. He issues a clarion call for individual believers and the church to rise up and once again be that bright city on a hill, which doesn’t simply expose the invading darkness, but overcomes it with God’s blazing light.

ONE THOUSAND WELLS: How an audacious goal taught me to love the world instead of save it

By Jena Lee Nardella
(Howard Books, 2015)

This book is a memoir that shares the story of how Jena Nardella, cofounder of Blood:Water, saw her passion for saving the world grow into a long-term calling to love the world in all its brokenness. It tells the story of her dream to build 1,000 wells in Africa, a dream that today has become a more than \$25 million nonprofit ministry working throughout 11 countries in Africa.

SAVING THE SAVED: How Jesus saves us from try-harder Christianity into performance-free love

By Bryan Loritts

Pastor Bryan Loritts reveals the astonishing truth that God doesn’t want your spiritual scorekeeping. He simply wants your surrender. The punchline of the gospel of Matthew is just that — a message of grace and performance-free love to those seeking to do good and to try harder to earn God’s favor. It’s an ancient message, yet it can be a lifeline to us today as we live in a world of performance metrics.

PLANTING MISSIONAL CHURCHES: Your guide to starting churches that multiply

By Ed Stetzer and Daniel Im
(B&H Publishing Group, 2016)

Planting a church is an exciting venture. It requires initiative, leadership, strategy, systems and a lot of prayer. In this second edition of *Planting Missional Churches*, not only will you find a completely redesigned book with new content in every single chapter, but you will also find several new chapters on topics such as church multiplication, residencies, multiethnic ministry, multisite, denominations and networks, and spiritual leadership.

ENJOY: Finding the freedom to delight daily in God's good gifts

By Trillia J. Newbell
(Multnomah, 2016)

Enjoy will help you to nurture daily a spirit of gratitude and deep satisfaction. “Trillia Newbell writes with wisdom and grace on why Christians can and should take joy in the gifts that God has given us. This practical book will help all Christians see how the gospel transforms every part of our lives. Trillia Newbell is a gift to the church,” said Russell Moore, president, Southern Baptist Ethics & Religious Liberty Commission

STRONG AND WEAK: Embracing a life of love, risk and true flourishing

By Andy Crouch
(Intervarsity Press, 2016)

Two common temptations lure us away from abundant living — withdrawing into safety and grasping for power. *Christianity Today* Executive Editor Andy Crouch, interviewed on key concepts from this groundbreaking leadership book in the Winter 2016 issue of *Outcomes*, said true flourishing travels down an unexpected path — being both strong and weak. This is a great book for leaders who want to flourish and to help others do the same.

OVERRATED: Are we more in love with the idea of changing the world than actually changing the world?

By Eugene Cho
(David C. Cook, 2014)

“This book is about Justice, Discipleship and ultimately, about following Jesus. But I’ve learned, at times painfully, that it’s not just about us doing justice, this journey is also about allowing the work of justice to change us. Our calling is not simply to change the world but perhaps as important ... is to be changed ourselves. This book is about my journey in learning this truth,” said author Eugene Cho.

STEWARD LEADERSHIP IN THE NONPROFIT ORGANIZATION

By Dr. Kent R. Wilson
(IVP Books, 2016)

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

ZONDERVAN 2017 CHURCH AND NONPROFIT TAX & FINANCIAL GUIDE: For 2016 tax returns

By ECFA's Dan Busby, Michael Martin and John Van Drunen
(Zondervan, January 2017)

This popular annual reference guide offers tax and financial advice to churches and nonprofit organizations. Issues of financial accountability, receiving and maintaining tax-exempt status, accounting for charitable gifts, and other crucial topics receive careful and full discussion.

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A directory of CLA Gold and Platinum level members

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God-First Momentum

Five principles from the Book of Acts

IN THE WORLD OF SCIENCE, momentum is generally described as the “force or speed of movement, or the impetus gained by a moving object.”

This would be calculated by scholars as the product of mass and velocity, or simply the impact of size and speed. In Christian ministry leadership, we would add another constant to the equation: God!

As leaders, we know that we and our ministries are unique and purposed to be integral parts of God’s redeeming work in this world. He created, designed, called and sustains us for his unique purposes, but he demands us to place him first in all that we plan to accomplish. It is no surprise then, that seeking him and glorifying him are always the first priorities for those ministries bursting with impetus, pace and energy in serving a hurting world. These exciting ministries characterize God-first momentum.

Scripture abounds with lessons of leaders who display God-first momentum. However, the narrative that shouts it out is that of the momentum of the early church in the Book of Acts. I would like to share five principles drawn from the Book of Acts that align with what we all strive toward in growing and leading God-first organizations:

1. DEPENDENCE ON HIM

Paul, Peter, Cornelius, Stephen and Philip are great examples of leaders who lived out a total dependence on the Spirit of God. A leader who is blessed in leading a ministry or church that has momentum acknowledges and humbly displays complete dependence on God. A favorite saying attributed to St. Augustine is, “Pray as though everything depended on God. Work as though everything depended on you.” God-first leaders serve an audience of only one: God!

2. DISCERNMENT THROUGH HIM

God-first leaders discern the culture, identity, structure and strategies of their ministries through the lens of Scripture. Strategy, execution, decisions, outcomes and process are filtered and prayed over, resulting in a central overriding question: “How does this future lead to a greater population in heaven?”

3. DIRECTION THROUGH HIM

It is impossible to move without direction, and momentum always requires movement. To know the right direction we must seek God’s plan first because he has the perfect plan for us (Jer. 29:11). Through disciplined prayer and listening, God-first leaders seek direction for moving their ministries forward. Then they execute direction with assurance and expedience. They don’t change direction, second guess or stop. God-first momentum accomplishes his purposes. God’s direction is prioritized. As we read in Acts 16, even after the church was strengthened and grew daily in numbers, Paul was still stopped by the spirit of Jesus from entering Bithynia and redirected to Macedonia.

4. DECISIONS GLORIFYING HIM

For ministries that show God-first momentum, decision making is a process of seeking him in all matters. Acts 15 is an excellent model of a growing organization — the early church. All matters and disputes were decided with prayer, discernment, input and process. There was both clarity and authenticity. Decisions were actually made! Momentum in organizations is characterized by Spirit-led decisiveness. These decisions may not always be popular, but are understood and respectfully accepted.

5. DELIGHT IN HIM

Ministries and leaders experiencing momentum have fun, celebrate and give all the glory to God. *“They broke bread in their homes and ate together with glad and sincere hearts, praising God and enjoying the favor of all the people. And the Lord added to their number daily those who were being saved”* (Acts 2:46–47). Our challenge as leaders is to delight in him, regardless of the situation and challenges facing our ministries. I always find it intriguing that the people were happy, enjoyed fellowship, broke bread and the mission was accomplished — *“and the Lord added....”*

As a young Christian, I remember the metaphor of a sailboat being used to encourage me in my spiritual walk. Without wind, sailboats don’t move. For our ministries to experience God-first momentum we need God to be the only power in our sails. ●

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