

# Outcomes

HIGHER THINKING

THE MAGAZINE OF CHRISTIAN  
LEADERSHIP ALLIANCE

## NOW WE KNOW!

How effective is  
your ministry?

## KINGDOM METRICS

Measuring ministry  
outcomes

## EMBRACING INNOVATION

Change your  
ministry's culture



## Unfinished

World Vision's  
**Rich Stearns** on  
completing our  
kingdom mission



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# Outcomes

SPRING 2014

Vol. 38, No. 1

## Kingdom Outcomes

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## Why Outcomes?

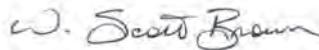
SO, WHY DO WE CALL CLA'S NATIONAL MAGAZINE — *Outcomes*? It connects to CLA's kingdom mission: to equip and unite leaders to transform the world for Christ. To accomplish such a transcendent mission requires that we help Christian leaders to be intentional about pursuing and evaluating kingdom outcomes. That's what our magazine's name is all about.

Kingdom Outcomes is also the theme of CLA's national conference, April 14–16, in Dallas. In fact, in this edition of *Outcomes*, each author will speak or teach at CLA Dallas 2014. (CLAConference.org)

I think about Jesus' visionary leadership, and his single-minded pursuit of kingdom outcomes. He was clear and intentional about his kingdom purpose, and guided his disciples likewise. Just listen to an example from Christ's response to an inquiry by John the Baptist:

*"When John heard in prison what Christ was doing, he sent his disciples to ask him, 'Are you the one who was to come, or should we expect someone else?' Jesus replied, 'Go back and report to John what you hear and see: The blind receive sight, the lame walk, those who have leprosy are cured, the deaf hear, the dead are raised, and the good news is preached to the poor.'"* (Matthew 11:2-5)

Jesus, the Son of God, prayerfully communed with his Father. He was clear on his mission. He cast a compelling vision for his followers, and he communicated ministry outcomes. Today, the leaders and organizations represented by CLA get to join in Christ's kingdom work by meeting spiritual and physical needs while sharing Jesus' boundless love. I hope that this edition inspires you as you pursue your God-given calling and evaluate kingdom outcomes.



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# Outcomes

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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 with higher thinking, and lifelong learning resources, to equip them for excellence in kingdom service and stewardship.

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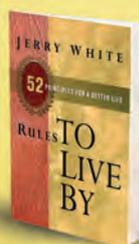
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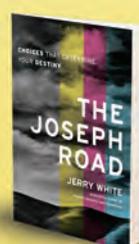
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# Unfinished

## World Vision's Rich Stearns on completing our kingdom mission

CLA PRESIDENT AND CEO TAMI HEIM, recently interviewed Rich Stearns, president and CEO of World Vision, U.S.

Stearns is the former CEO for Parker Brothers Games and Lenox. He holds a B.A. in neurobiology from Cornell University and an MBA from the Wharton School at the University of Pennsylvania. Following a sense of God's call on his life, he resigned from Lenox in 1998 to become World Vision's U.S. president.

Driven by his passion to raise awareness and support for poverty and justice issues, Stearns authored *The Hole in Our Gospel* (Thomas Nelson, 2010), *Unfinished* (Thomas Nelson, 2013), and a new 90-day devotional book co-authored with his wife Renee' — *He Walks Among Us* (Thomas Nelson, 2013).

World Vision (WorldVision.org) is a Christian humanitarian organization engaged in nearly 100 nations worldwide and dedicated to working with children, families, and their communities to reach their full potential by tackling the causes of poverty and injustice. World Vision is a Founders Council member of Christian Leadership Alliance (CLA). Stearns will be a keynote speaker at CLA Dallas 2014, April 14–16. (CLAConference.org)

### From your book *Unfinished*, what do you urge Christian leaders to finish in our world today?

A couple of years back a very simple but profound question came to my mind as I was reading Scripture. It was: "Why did Jesus leave?"

We Christians often speculate about when Jesus might return, but I don't think I've ever heard a pastor preach on the question of why Jesus left to begin with.

Some 2,000 years ago, Jesus had the most amazing three-year run of ministry. He had a growing following of disciples. There was a great messianic expectation that he would lead the Jewish people out of captivity, restore the nation of Israel, and sit on David's throne.

And then of course we all know the story of the Passion, the Crucifixion, the brutal death. His dead body is put in a cold stone



Rich Stearns visits Syrian children in Za'atari Refugee Camp, Jordan, supported by World Vision work.

tomb. It's pretty much game over for the disciples and the movement around what Christ was preaching.

Then the greatest turnabout in history, the Resurrection, snatches victory from the jaws of defeat! Surely the Roman Empire can't be a big challenge after you've defeated death. But instead of building his movement, assuming the throne of David (in an earthly sense), and leading the Jews to reestablish the nation of Israel, Jesus hangs around for 40 days, asks his disciples to wait for the Holy Spirit and be his witnesses throughout the world, and then he leaves!

So, why did Jesus leave? And, why were we left behind? The answers are the key to the meaning of our lives and the purpose of the church and every Christian ministry today.

Jesus left because he intended the church to do something critical. In Matthew 24:14 Jesus says: *And this gospel of the kingdom will be preached in the whole world as a testimony to all the nations, and then the end will come.* That is the task he gave to us as believers.

In my book, I unpack "the gospel of the kingdom," because, yes, it is the Great Commission, but it is much more. Jesus' vision of a new kind of kingdom coming on earth was stunning. It was a vision of a totally changed world where his disciples, living under his rule and authority, would go into the world and take it by storm like revolutionaries. They would work in every dimension of human life, and go to the broken and bleeding edges of the world to care for the poorest of the poor, stand up for justice, and live with integrity. In short, they would exhibit a different way to live. It would be so attractive that the church would grow, and this revolution would change the world. When that happened to his satisfaction, Jesus said he would return.

This is the big vision of my book — the unfinished task!

Now some 20 centuries later, many of us have lost the trail. We're lost in the woods, unclear about our mission. The book is a call back to the original vision. Stephen Covey once said: "The main thing is to keep the main thing the main thing." We just need to be reminded in the 21<sup>st</sup> century of the main thing Christ called us to accomplish.

It's time to finish the job!

### How do you see nonprofit ministries fitting into that mission?

Christ's assignment to his disciples involved nothing less than reclaiming, restoring, and rebuilding every dimension of human life. That includes every field of endeavor: business, education, government, diplomacy, law, media, et cetera. They would go into each walk of life with his revolutionary value system, and transform it.

Christ's followers would transform human relationships, the management of our planet, marriage, sexuality, the family — all reclaimed in a biblical framework. It's such a big assignment that we need to break it into thousands of smaller tasks. Every ministry has a role to

play whether you are Campus Crusade, Focus on the Family, World Vision, a Christian college or university, or another kingdom-minded organization.

I love the book of Nehemiah. In rebuilding the wall of Jerusalem, Nehemiah took a massive task and broke it into smaller, manageable, tasks. As every person rebuilt their portion of the wall, the bigger vision was accomplished.

In the kingdom of God, we each have an assignment, and if we do it faithfully and effectively we'll complete the whole job. We're sent into the world to reclaim it, to be healers and peacemakers. We're sent on mission to restore the poorest of the poor, to rescue human lives, but more importantly human souls. That's at the center of our missions as Christian organizations.

*Unfinished* is a call to rediscover that simple, yet profound, assignment. I hope nonprofit leaders will use it to refocus their ministries. As leaders, without a compelling ministry vision you get off course and wander in unfruitful directions. It's easy for ministries to get distracted. A church can get distracted on something as simple as growing attendance. The goal is not growing attendance. The goal is building the kingdom of God. If attendance growth is the best means to that end — and you can demonstrate that — then fine, grow attendance. But, we must tie every program and initiative back to the central mission; otherwise it's superfluous and can be eliminated.

### **With the size and scope of World Vision, how do you measure the pursuit of kingdom outcomes?**

With a little more than four million sponsored children, we categorize our work into 1,800 Area Development Projects (ADPs) in nearly 100 countries, managed by almost 45,000 staff. Every one of these 1,800 ADPs has a unique development plan tailored to its context, country, and culture. We track each project carefully.

Of course we measure things like how many bore holes we drilled, how many farmers we trained, how many micro-loans we gave, how many people participated in savings groups and so on. But as important as those are, they are not necessarily "outcomes."

Since we're child-focused, community-based, and Christ-centered, our ultimate outcome is child well-being. Our vision statement says: "Our vision for every child, life in all of its fullness. Our prayer for every heart, the will to make it so." We want to bring material and spiritual fullness to children. As Jesus said in John 10:10: *I have come that they might have life and have it to the full.*

We developed a framework of 35-or-so child well-being indicators. We measure reductions in stunting, which is about nutrition. We measure not just school attendance, but numeracy and literacy skills. We measure the reduction in the disease burden: the number of malaria cases, the number of diarrheal sicknesses. We

also measure access to clean water and track things like child protection and child participation. How do these communities view and value their children? We even survey children to ask them to report on their own well-being. Each development project selects the indicators most relevant to them. Measuring 1,800 project areas is daunting, but we want to hold ourselves to the highest standard. We want to give our best to the Lord.

It is a management tool. A country director who might have 40 ADPs can look at a dashboard and see that 10 are in red or yellow — failing to achieve their outcomes. The director can then review green project areas — meeting or exceeding outcomes — and find transferable concepts to help those falling behind. It's a constant learning and tweaking process.

Our donors increasingly want to know outcomes for how money was spent. I sometimes have interesting discussions with donors and say, "please understand how hard this stuff is to measure." On one hand we seek to measure, to be precise, to be accountable, to set goals and achieve them. But on the other hand we accept that not everything can be measured. How do you measure the transformation of the human heart? Or joy, contentment, happiness, and spiritual growth? We have to trust that if we're doing the work that God has called us to do, that the Holy Spirit will be at work in our midst. Lives will be changed, families will be transformed, and communities will be elevated.

It's probably some of the things we're not measuring that cause the angels in heaven to rejoice — simple acts of kindness, demonstrating Christ's love to the unlovely, being a peacemaker, walking with people through hardship, and crying with them in their grief. Those things won't show up in our indicators but they'll show up on the dashboard of heaven.

We always try to keep both those things in mind: the imperative to measure, but also God's grace and the work of the Spirit in our world.

### **How would you encourage ministry leaders focused on the "unfinished" work today?**

One of the ideas that I put forth in *Unfinished* is that if we think of God as the author of life, writing the big story of the universe, it means there's a creator writing this narrative. Here's the thing. Authors create characters for a reason. God has written you and me into his story. He created us as characters. He's written us into a specific place for such a time as this. We each have a crucial role to play in the big story.

God has given us gifts and talents. We have the Holy Spirit to guide us. So my charge to the other CLA leaders is to take seriously your God-given role. Let's give him our best. Let's be bold. Knowing that God has written us into the story, let's take risks and believe that God intends to use us to change the world and to finish the job.

Our biggest problem is that sometimes we just don't believe that God really intends to use us to change the world. God has written you into his story to be a world changer. That should keep us focused on finishing the work he has called us to do. ●



**CLA DALLAS 2014: RICH STEARNS** will be a keynote speaker at CLA's National Conference in Dallas, April 14–16. (CLAConference.org)

# Still Learning

Leadership lessons from a life of ministry

**LEADERS ARE LEARNERS.** At least that's my experience. I'm a reader, so I learn a lot from the blogs, articles, and books I read. I also learn because I'm (by background) a curious journalist and I ask a lot of questions. And, hopefully, I keep my eyes open to absorb what I observe.

But in the five decades I have been in vocational ministry, in many different leadership roles, this is clear: I learn the most from the people to whom I relate most closely. Let me highlight just a few lessons on living and leading that I have learned from some of those important-to-me people.

**Campus Crusade (CRU) leaders:** I have been blessed to serve with gifted leaders.

**Dr. Bill Bright:** One of the great privileges of my life was to work closely with Bill Bright for 14 years. He was a man of passion, faith, focus, and humility. But it was his living out love that impacted me most powerfully. If you asked him what you could pray for him, his answer was always the same: "Pray I never leave my first love for the Lord."

I will never forget when some people turned against him and accused him falsely. As he struggled with feelings of hurt, betrayal, resentment, and anger, God met him in a deep place: "Bill, those people have wronged you. But I love them, and I will enable you to love them. Trust me." From that came his revolutionary transferable concept: "How to Love by Faith."

**Steve Douglass:** I never get over that God called me to be married to — and partner with — this amazing man of God. He is a capable leader and a remarkable servant who believes the best of people, so choosing just one truth he has helped to embed in my life is difficult. But surely this is key: humility. My husband is a very smart man. He thinks and analyzes and conceptualizes with ease, yet he never puts himself above others. He values input and ideas from all. He encourages innovation, and he loves to see others shine.

**My children:** Oh yes. I have learned so much about life and love and leading from our three treasures.

**Debbie:** Her reckless abandon and wholehearted passion on the soccer field reminded me that God has called us to love and follow him with our whole being. Nothing held back. No settling. Give it all to make a difference — on the soccer field and for the kingdom.

**Michelle:** Michelle has always understood that life is a journey more than a destination and that people are a priority. She showed me that I could slow my pace and enjoy the process as I headed toward my goals. Most of all, she taught me to value people above tasks. She showed me the importance of thinking about what the impact of my decisions and plans may have on the people with whom I serve, and to include them in the planning.

**Joshua:** Our son led us on a wilderness experience for many years — not the education I desired, but oh how valuable! A major lesson: Don't give up on people. God is in the life-changing business, and he can change anyone — though rarely on my timetable. Prayer is the essential ingredient.

## I learn the most from the people to whom I relate most closely.

And of course, our most consistent instructor is our Lord Jesus himself. And the truths conveyed are innumerable — love, faith and faithfulness, holiness, perseverance, excellence, to name a few.

But these words from Jesus always stop me: "Not so with you."

At the end of his earthly life, Jesus tells his followers "You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be slave of all. For even the Son of Man did not come to be served, but to serve ..." (Mark 10:42-45).

The kingdom outcomes along this journey are beyond what I have ever asked or imagined: personal growth into greater Christlikeness; family, friends, and teammates encouraged and set free to be and do all God has for them; new believers and disciples following Jesus; and God's kingdom expanding with joy and peace in the Spirit.

So open your heart and mind to a great kingdom learning adventure!●

**JUDY DOUGLASS** is a writer, editor, speaker, and encourager. She partners with her husband, Steve, to lead Campus Crusade for Christ globally. ([cru.org](http://cru.org)) She writes at ([judydouglass.com](http://judydouglass.com)).



**CLA DALLAS 2014:** Hear Judy Douglass speak at the Wednesday, April 16, Christian Women in Leadership Forum at the CLA National Conference in Dallas, April 14-16.



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## Milestones



### For the Common Good Protecting good works rooted in religious conviction

**STANLEY CARLSON-THIES**, founder and president of the Institutional Religious Freedom Alliance (IRFA), has his finger on the pulse of public policy issues impacting Christian nonprofit ministries like those comprising CLA. His non-partisan Washington, D.C.-based organization works “to safeguard the religious identity and faith-shaped standards and services of faith-based organizations.” Outcomes spoke with Carlson-Thies about the critical issues he’s tracking and how organizations can prepare for the days ahead.

#### What are some trends IRFA is now tracking?

One trend is a shrinking idea of the meaning of “religious exercise.” That impacts what the government must protect as part of religious freedom. It is being shrunk down to worship and worship institutions, instead of broadly protecting faith-based activity and institutions. If the exemption for religious entities isn’t protected more widely, then many things that people do as part of their obedience to God may become illegal. Related to that is a second trend of treating distinctively faith-based policies and practices as illegal discrimination, not as just a different way of contributing to the common good. A third general trend is a proliferation of laws that impact religious freedom, but that have no connection to government funding. In the past, groups believed that by not taking public funds,

they’d be free to carry out their activities as they believe God had called them to do. Today, many restrictions are now included in laws governing operations, hiring, service, et cetera, so there is no escape simply by not taking public funds.

#### What are some of the common misunderstandings for Christian nonprofits on religious freedom issues?

One really common, very dangerous one is to believe that the best response to the hostility out there is to veil religious character. We do have significant religious freedom protections, despite some trends and changed understanding. But those religious freedom protections only apply to organizations that are clearly religious. So by trying to mask, or not make obvious, their religious character, ministries aren’t able to take advantage of freedom that is there for religious entities. We need to be clear about our contribution to the common good and the fact that we’re doing it in a distinctive way.

#### Can you elaborate on the link between kingdom outcomes and the pursuit of the common good you describe?

We live in an age that is pretty skeptical about kingdom outcomes, about both religious organizations and religious practice. This is a really important time for Christian ministries to do some evangelism about their good works and how they’re rooted in genuine Christian conviction. Ministries can help people to see that many of the things they admire in society are deeply rooted in faith. It’s not that people do it despite their faith, but rather because of it as an act of obedience to God and love of neighbor. Being more up front about our kingdom work is a way of making an argument for why religious freedom is so critical to our society ... not just to organizations, but also for the common good that rests so heavily on the good work that these organizations do.

INTERVIEW  
WITH STANLEY  
CARLSON-THIES

 **CLA DALLAS 2014:** Don't miss the full-day ITI seminar being led by Stanley Carlson-Thies at CLA Dallas 2014: "Religious Freedom: Why Being Faith-full is Critical." Register at (CLAConference.org).

#### DIED

**RUSS REID**, marketing pioneer whose advertising agency helped change the way many Christian nonprofits — including Billy Graham Crusade, World Vision, Prison Fellowship, Promise Keepers, and International Justice Mission — raise funds. He was 82.

#### APPOINTED

**DR. ROY PETERSON**, as president of American Bible Society. Peterson was, since 2003, the president of The Seed Company, and earlier served as president/CEO of Wycliffe, USA.

#### APPOINTED

**REV. MAX WILKINS**, as president and CEO of The Mission Society. Wilkins has served on the board of the global missions agency since 2011 and has ministered in nearly 20 countries during the past decade.

## HEADLINES:

### CLA Christian Nonprofit Leadership Academy, April 14–16

This marks the first time that the CLA Christian Nonprofit Leadership Academy with its in-depth 10-hour courses will be held at the CLA National Conference. The Academy will feature special luncheon speakers and the opportunity to attend the opening and closing general sessions of the CLA National Conference. It offers the most possible points towards a CLA Credential in Christian Nonprofit Leadership as well. To attend, choose “Christian Nonprofit Leadership Academy” when registering at (CLAConference.org).

#### Courses: Mon., April 14 – Tues., April 15

1. Building Multi-Channel Donor Relationships
2. Measurable Social Media for Kingdom Impact
3. Lead Like Jesus: Practical Application from Spiritual Truth
4. Major Donor Game Plan: Six Key Steps
5. HR 101: Eight Pillars of an Exceptional HR Program

#### Courses: Tues., April 15 – Wed., April 16

6. Leading for Kingdom Outcomes
7. Producing Catalytic Change in Your Board

**SCORECARD**

**GROWTH IN GIVING**

In December, ECFA released its 2013 State of Giving Report. And it delivered some good news: giving to evangelical churches and ministries outpaced giving to secular charities in 2012. Faith-based organizations saw increased giving over 2011 numbers, with 7.5 percent growth compared to 4 percent for secular organizations. Some specific segments saw even greater growth, while others slowed:

ORGANIZATIONAL SEGMENT	2010 TO 2011	2011 TO 2012
ADOPTION	12.4%	12.2%
ASSOCIATIONS	-2.3%	1.9%
CAMPS AND CONFERENCES	-9.1%	6.0%
CHILD SPONSORSHIP	8.0%	8.9%
COMMUNITY DEVELOPMENT	-6.0%	6.2%
EDUCATION: HIGHER EDUCATION	-6.0%	10.0%
EDUCATION: K-12	-8.0%	12.0%
EVANGELISM	4.2%	3.3%
FOUNDATIONS	-6.0%	25.1%
MEDIA	6.2%	5.3%
MEDICAL	-0.2%	6.8%
MISSIONS: INTERNATIONAL	5.4%	1.6%
MISSIONS: DOMESTIC	3.2%	1.2%
MISSIONS: SHORT-TERM	21.0%	12.1%
ORPHAN CARE	11.1%	12.4%
PREGNANCY RESOURCE CENTERS	12.2%	6.9%
PRISON	-0.4%	2.2%
RELIEF AND DEVELOPMENT	-4.7%	9.0%

For more information on this study, go to <http://www.ecfa.org/Content/2013-ECFA-Annual-State-of-Giving-Report>



**There is nothing so useless as doing efficiently that which should not be done at all.**

**PETER DRUCKER**

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**CLA Online Academy**

The CLA Online Academy is a great way to continue your professional education without ever leaving home. These in-depth, 10-hour modules are led by expert faculty on a platform powered by Azusa Pacific Online University. Check out the CLA Online Academy Spring lineup today — registration deadline is March 24. ([ChristianLeadershipAlliance.org/Academy](http://ChristianLeadershipAlliance.org/Academy)) Summer classes have a registration deadline of June 9.

Hear what some ministry professionals have to say about their learning experiences through the CLA Online Academy:

“The online leadership learning opportunities I’ve received through CLA have been one of the most helpful of all leadership trainings I have attended.”

**Andrea Stuart, Statewide Director, Contracts, Arizona Baptist Children’s Services**

“CLA’s online learning program is the best

venue to educate, equip, and engage working professionals. The discussion times, best practices, and rich content allows each participant to grow deeper in their knowledge, as well as leadership experience. All information is underscored by the Word of God, which encourages the right decision-making, based on biblical truths and principles.”  
**Cary E. Vaughn, CCNL, CEO/President, Love Worth Finding Ministries**

**Bible Societies Flourishing Amid Persecution**

In November The United Bible Societies (UBS) announced some encouraging statistics: Global Scripture distribution by Bible Societies rose by 6 percent, from just over 381 million in 2011 to more than 405 million in 2012. Of that 405 million, 32.1 million were full Bibles, matching 2011’s record-breaking year of Bible distribution. UBS represents 146 Bible societies in more than 200 countries. Near the top of the list are countries where Christians are most threatened. Syria, which jumped from 36 to 11 on the World Watch List (WWL) measuring religious persecution, between 2011 and 2012, and also saw a 758 percent increase in Bible distribution during that time.

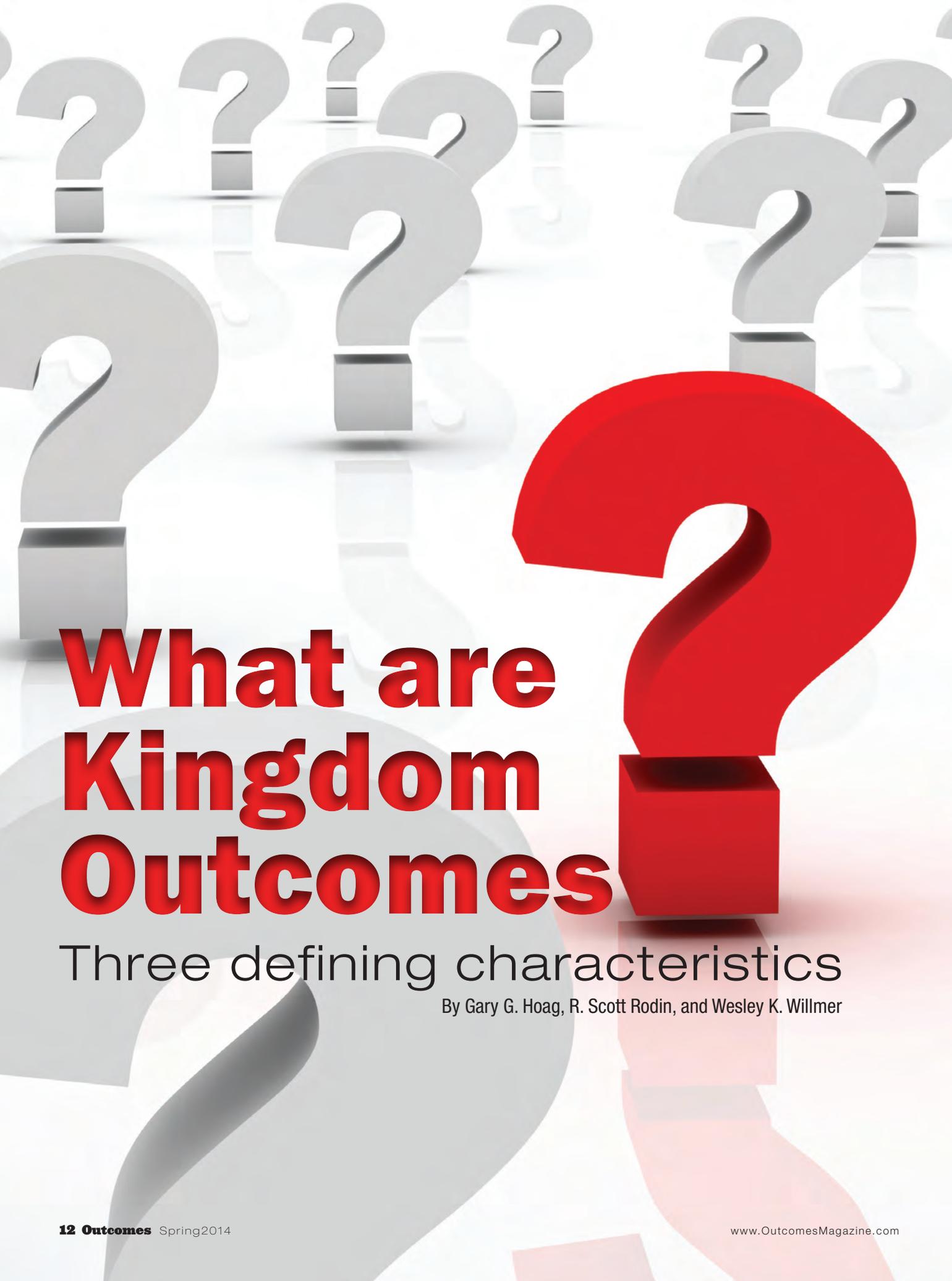
“Christians in Syria are under enormous pressure and are in great need of encouragement,” said Mike Bassous, general secretary of the Lebanon Bible Society (which oversees Syria) in a UBS press release. “Staff in Syria are working hard to produce enough Scriptures to meet these needs. They have focused on producing smaller items of Scripture, like calendars and Scripture booklets, because they can do this quickly and also because they are easier to transport than full Bibles.”

Other persecuted nations seeing dramatic increases in Bible distribution include Iraq (4 on the WWL, distribution up 132 percent), India (31 on the WWL, distribution up 19 percent), Egypt (25 on the WWL, distribution up 25 percent), Laos (18 on the WWL, up 159 percent), and Nigeria (15 on the WWL, distribution up 5 percent).

**True Love Waits Relaunches**

LifeWay Christian Resources in January relaunched its popular True Love Waits program as a video-driven Bible study for students called The True Love Project.

Founded in 1993, True Love Waits has been a face of the purity movement. The new curriculum grounds the message in the broader paradigm of the story of the Bible.



# What are Kingdom Outcomes

Three defining characteristics

By Gary G. Hoag, R. Scott Rodin, and Wesley K. Willmer

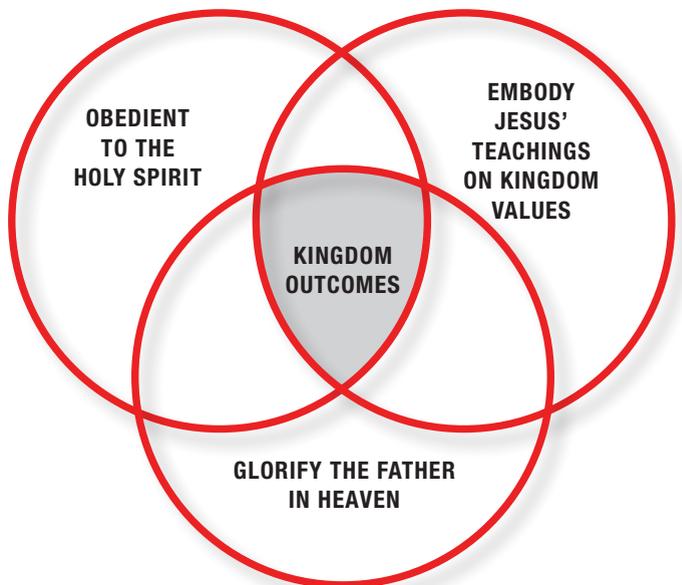


**KINGDOM OUTCOMES** is the theme of the 2014 Christian Leadership Alliance National Conference. So we thought it would be helpful to explore this question: What are kingdom outcomes?

We propose that kingdom outcomes have three characteristics:

1. **They are the byproduct of obedience to the Holy Spirit.** Kingdom outcomes are filled, led, and empowered by the Holy Spirit.
2. **The process employed in achieving kingdom outcomes embodies the teachings of Jesus on kingdom values.** In this sense, kingdom outcomes are the result of doing his work, his way.
3. **Kingdom outcomes bring glory to God the Father.** The ultimate purpose of kingdom outcomes is to glorify the Father in heaven.

Below we look more closely at these three components of our definition, explore the implications for each, and suggest a checklist for pursuing kingdom outcomes.



### **KINGDOM OUTCOMES ARE THE BYPRODUCT OF OBEDIENCE TO THE HOLY SPIRIT**

Kingdom outcomes are the result of submission to the leading of the Holy Spirit. In Galatians 5:22-23, Paul reminds us that it is the Spirit that produces fruit in the lives of believers. In 1 Corinthians 12:1-11 and Romans 12:3-8, he describes the gifts the Spirit distributes to empower us for ministry and service.

*Do we allow God to direct our efforts or do we think we have things under control ourselves?*

The New Testament provides us no other option than obedience to the guidance of the Spirit for the production of this fruit. There is no other path for pursuing kingdom outcomes. Thus, keeping in step with the Spirit must be our sole focus. Reliance upon anything else — money, human wisdom, or our own skills, plans, and strategies — may result in worldly measurements of success, but by the biblical definition they will not produce kingdom outcomes.

There are two implications to this first part of our definition.

1. **We must develop a listening posture as leaders.** This requires intentionality; it will not happen on its own. Along with the discipline to hear the Spirit speak we must also develop the capacity for agility in ministry settings so we are ready to do what the Spirit calls us to do. This entails far more than praying at the beginning of our meetings or holding Bible studies at a staff retreat. This is an organization-wide, systemic commitment to seek God's guidance for all decisions, and to refuse to move ahead until we confirm together that we have discerned the path we are to follow.

*Is your church or ministry structured in a way that you are constantly seeking and yielding to the Spirit's direction?*

2. **We must be driven by obedience.** This starts with us as leaders. We must be willing to obey everything the Spirit teaches us as we are guided into all truth (John 16:13). It requires boards who seek God's will, trust in God's provision, and will not allow the ministry to move ahead without such empowerment. It also involves gifted employees who see themselves as a discerning community on a faith journey.

*What drives you as a leader? What is the focus of your board? How are your employees set free to put their giftedness to work?*

The answer to each of these questions must reflect a commitment to faithfulness achieved through discerning the Holy Spirit's guidance and direction for everything we do. This is how God produces kingdom outcomes in and through us, both individually and collectively in our ministries.

## **KINGDOM OUTCOMES EMBODY THE TEACHINGS OF JESUS ON KINGDOM VALUES**

Kingdom outcomes only result from activities that reflect the kingdom values of our Lord Jesus. As important as it is that we achieve outcomes — his work — it is perhaps more important that we do so in his way. Why is this so critical?

In John 15:5, Jesus announces: *"I am the vine; you are the branches. If a man remains in me and I in him, he will bear much fruit; apart from me you can do nothing."* Consider the gravity of that statement. Elsewhere Jesus reminds us that with God all things are possible (Matthew 19:26; Mark 10:27; Luke 1:37; 18:27).

*Are we abiding in Christ and is Christ abiding in us?*

There is no other path to fruitfulness for the kingdom.

Ironically, we as leaders of churches and ministries are tempted to operate with a striking paradox: we can actually sacrifice kingdom values in our pursuit of kingdom outcomes. We do this when we rely on the world's way of thinking and use its measurements of success in our ministry. In modern terms, we try to make things happen and chart our progress using the world's metrics.

To avoid this trap here are two primary kingdom values taught by Jesus that we must observe:

1. **God, and not money, is our sole security and power for ministry.** This central teaching of Jesus from Matthew 6:24 should guide us: *"No one can serve two masters. Either he will hate the one and love the other, or he will be devoted to the one and despise the other. You cannot serve both God and Money."*

This is likely the most important area for honest reflection in our lives as leaders and the ministries we serve. If our thoughts are dominated by money-related fears, and our board and staff meetings focus more on issues of money than they do on ministry, it is probable that we have shifted from serving God to serving mammon. Jesus calls us to live differently — with God alone as our trust. We are called to exhort God's people to put to work the resources he has provided, sacrificially, while trusting him to provide.

*To what extent do we believe that money is the answer to the challenges we face? Is God our sole provider and security?*

2. **Success is measured in terms of faithfulness not results.** In Romans 12:2a, Paul exhorts us: *"Do not conform any longer to the pattern of this world."* As leaders we face the conflict between the world's values and kingdom values. The former relies on self-determination and places our destiny on our shoulders. The latter calls us to a posture of dependence on God, surrendering control and following him in obedience as he determines our future.

Consequently, we believe we must employ qualitative metrics linked to faithfulness rather than quantitative metrics that look at results alone for measuring success. We must assess how we serve people in a manner that aligns with the teachings of Jesus and not just the number of people served. We must look beyond measuring our church in terms of numbers, our schools in terms of enrollment, and our evangelistic efforts in terms of conversions.

*Are we willing to create new metrics that measure faithfulness to the teachings of Jesus on kingdom values in every area of life and work?*

## **KINGDOM OUTCOMES GLORIFY THE FATHER IN HEAVEN**

Jesus declared that the aim of his ministry was to bring glory to the Father in heaven, and his followers desired this as well. Consider Paul's prayer for the church in Philippi: *"And this is my prayer: that your love may abound more and more in knowledge and depth of insight, so that you may be able to discern what is best and may be pure and blameless until the day of Christ, filled with the fruit of righteousness that comes through Jesus Christ — to the glory and praise of God."* (Philippians 1:9-11).

By definition, kingdom outcomes will always build the kingdom of God for God's glory. In contrast, we can try to build earthly kingdoms for our own glory. Pursuing kingdom outcomes continually brings us back to a fundamental question we must ask of everything in our organization: *"To what end are we doing this?"* What would it mean to have the glory of God drive everything we do? We have the pattern — everything Christ did had the singular purpose

of glorifying the Father who sent him (John 17). Here are two steps we believe may help ensure that God gets the glory in all we do.

1. **Avoid Personal Kingdom-Building.** If our work in any way builds our own, personal kingdom, then we will get some of the glory. This kingdom building can include reputation, control, accomplishments, and accolades. Misplaced identities are a major source of leadership and ministry failure. When we yield to the temptation to prop up our personal reputation, promote our plans, and pursue worldly applause, we may be finished as effective leaders in God's kingdom. It can also be the building of our organizational kingdoms comprised of numerical growth, increased income, widening influence, and notoriety. In whatever form, when we seek to build our own kingdoms, glory is stolen from God and kingdom outcomes are lost.

*Do our efforts reflect the building of our own kingdom or God's kingdom?*

2. **We are stewards and not owners.** In Psalm 24:1, David proclaims: *"The earth is the LORD's, and everything in it, the world, and all who live in it."* Have we embraced God's ownership of everything in our work? If so, it may be time to drop the possessive language. Let's stop calling the place we serve 'our' church or 'our' ministry. Why? This language may reveal a deeper issue. Such language can lead us to think that we are in control of our ministry and that it belongs to us. As a result, we can't help but focus on expanding our earthly kingdom rather than God's eternal one.

*What language do we use to describe the place where we serve and our relationship to it?*

What are kingdom outcomes? When we look at Scripture we find: (1) They are the works God produces in us and through us in response to our obedience to the Holy Spirit; (2) They embody the teachings of Jesus on kingdom values; and (3) They glorify our Father in heaven.

Over the last several years the three of us have been wrestling with these ideas and challenges, resulting in a new book published by ECFAPress (2014), *The Choice: The Christ-Centered Pursuit of Kingdom Outcomes*. We pray it will inspire further discussion into this critical topic for everyone in churches and Christian ministries who seek to be instruments of God to produce kingdom outcomes for his glory. ●

**GARY G. HOAG, PH.D.**, provides spiritual and strategic counsel to ministry leaders as the Generosity Monk. **R. SCOTT RODIN, PH.D.**, has a passion for helping Christian ministry leaders take a biblical approach to strategic planning, board development, and capital campaign fundraising with Rodin Consulting, Inc. **WESLEY K. WILLMER, PH.D.**, currently serves as senior vice president of advancement for Prison Fellowship Ministries.

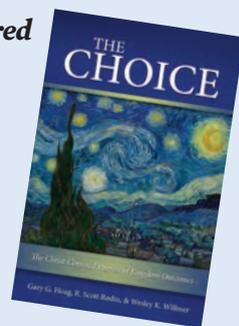


### **The Choice: The Christ-Centered Pursuit of Kingdom Outcomes**

By Gary Hoag, R. Scott Rodin, and Wesley K. Willmer (ECFAPress, 2014, [ecfa.org](http://ecfa.org))

 This remarkable new leadership book will be officially launched and be available at the CLA National Conference:

CLADallas2014, April 14–16 (CLAConference.org), where Gary Hoag, Scott Rodin, and Wes Willmer will also be leading a 10-hour Christian Nonprofit Leadership Academy course entitled "Leading for Kingdom Outcomes." Register to go deeper on this topic in this Academy course!



# WHAT SONG IS YOUR LIFE STREAMING?

## HOW TO MAINTAIN A HEALTHY TEMPO

By Doug Nuenke

HOW WOULD THOSE CLOSEST TO YOU — your spouse, a close friend, or a team member — describe the melody of your life? Would they suggest a light-hearted Bach fugue or a dramatic Beethoven symphony? How would they characterize the tempo and the dynamics of your life?

“He was busy.”  
“She made things happen.”  
“He was always moving.”

Or would they say:

“Peace accompanied him.”  
“Her life reflected Jesus.”  
“He loved people.”

The tempo at which we live our life reflects the heart within. Jesus once said to a crowd of followers:

*“Are you tired? Worn out? Burned out on religion? Come to me. Get away with me and you’ll recover your life. I’ll show you*

*how to take a real rest. Walk with me and work with me — watch how I do it. Learn the unforced rhythms of grace. I won’t lay anything heavy or ill-fitting on you. Keep company with me and you’ll learn to live freely and lightly”* (Matthew 11:28-30 MSG).

Would you say your life is evidenced by “unforced rhythms of grace” and living “freely and lightly?”

As leaders, we are charged with creating a work culture that cultivates healthy hearts. Nothing could be more important for a successful organization, but it has to begin with us — individually.

I often find myself challenged with maintaining priorities and juggling responsibilities. On those days, I endeavor (not always successfully) to keep three questions in mind that point me back to Jesus:

1. Where am I finding hope?
2. From where does my pace of life flow?
3. Who does God say I am?

### QUESTION #1: WHERE AM I FINDING HOPE?

Hope is key to a healthy heart. One of the primary passages I turn to on this topic comes from the book of Jeremiah:

*This is what the LORD says:*

*Cursed are those who put their trust in mere humans,  
who rely on human strength  
and turn their hearts away from the LORD.*

*They are like stunted shrubs in the desert,  
with no hope for the future.*

*They will live in the barren wilderness,  
in an uninhabited salty land.*

*But blessed are those who trust in the LORD  
and have made the LORD their hope and confidence.*

*They are like trees planted along a riverbank,  
with roots that reach deep into the water.*

*Such trees are not bothered by the heat  
or worried by long months of drought.*

*Their leaves stay green,*

*and they never stop producing fruit” (Jeremiah 17:5-8 NLT-SE).*

This passage reveals the consequences of putting hope in people or in our own strength: (1) Our heart turns from God; (2) Our growth is stunted; and (3) We lose hope and become isolated (verses 5-6). As leaders, we are all familiar with these pitfalls.

When our hope and confidence is rooted in the Lord, we will be able to overcome days of intense struggle (verses 7-8). While we know this is true, it is easily forgotten or ignored — to our peril.

By staying connected to God, through daily prayer and short, God-focused pauses throughout the day, we can experience a well-watered life that produces fruit in keeping with God’s Spirit and his purposes.

### QUESTION #2: FROM WHERE DOES MY PACE OF LIFE FLOW?

Have you ever been around people who consider busyness a badge of honor? What perpetuates the lie that busyness is a fruit of the Spirit? The psalmist David can help us assess any unhealthy motives behind our decisions:

*GOD, I’m not trying to rule the roost,*

*I don’t want to be king of the mountain.*

*I haven’t meddled where I have no business  
or fantasized grandiose plans.*

*I’ve kept my feet on the ground,*

*I’ve cultivated a quiet heart.*

*Like a baby content in its mother’s arms,  
my soul is a baby content.*

*Wait, Israel, for GOD. Wait with hope.*

*Hope now; hope always! (Psalm 131:1-3 MSG).*

Think about your motivations for saying “yes” or “no” to a fellow leader. Is there a subtle performance or power motivation? Are you driven to achieve more, to people-please, or do great deeds for the purpose of recognition? A need to perform or to manage results is a common malady for leaders. It often prevents us from cultivating a healthy rhythm in life for ourselves.

My wife Pam and I recently spent time with our newborn granddaughter. There are things you notice quickly about newborns. For one thing, when they are hungry they fidget, cry, and

let everyone know they are discontent. After our granddaughter was nursed in her mother’s arms, she was content, satisfied, and at peace. Psalm 131:2–3 says we can be this content, sustained only through our relationship with God.

Which portrays your heart in the middle of a full day: peaceful satisfaction or unsettled discontent?

Leaders who boast a hectic pace of life might be characterized as fidgeting newborns, chasing satisfaction that cannot be found in achievements, speaking engagements, or cross country business trips.

Only as our schedules flow from contentment, found in the depths of God’s love, will we be truly satisfied.

### QUESTION #3: WHO DOES GOD SAY I AM?

The way we see ourselves — our identity — deeply affects our ability to live a life of trust (Jeremiah 17), and to live as a satisfied, nourished infant (Psalm 131). Do we define our identity by our societal status and occupation or is it grounded in something else? What we believe about how God views us changes everything!

In Galatians 4:6 and 7 the apostle Paul states a powerful truth:

*“You can tell for sure that you are now fully adopted as his own children because God sent the Spirit of his Son into our lives crying out, ‘Papa! Father!’ Doesn’t that privilege of intimate conversation with God make it plain that you are not a slave, but a child? And if you are a child, you’re also an heir, with complete access to the inheritance” (MSG).*

Do you ever see yourself as a slave — shackled to the whims of people around you, without freedom, and stuck in patterns of sin or people pleasing? It feels hopeless at times. On the other hand, you may feel like a hired hand — someone who must perform to earn his keep. This can make us resentful and feel that our identity is connected inseparably to our performance.

Our ability to live at a God-guided pace is grounded in our identity as sons and daughters of God. Because of the work of Jesus Christ, we are adopted children, with all the privileges and inheritance of heirs of God. This truth has a great settling affect on my soul.

### WHAT COULD I POSSIBLY FEAR; I AM A CHILD OF THE KING!

To create kingdom outcomes, we must focus on our heart connection with God. Only then can we create a work culture that cultivates healthy hearts. Remember these three truths:

1. Your hope is in God — not in people or projects.
2. Your pace of life can reflect contentment when you find your satisfaction in God.
3. You are a son/daughter of the King of Kings! ●

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**DOUG NUENKE** is the U.S. president of The Navigators, a worldwide discipling organization headquartered in Colorado Springs, Colorado.

Learn more at ([www.Navigators.org](http://www.Navigators.org)).



**CLA Dallas 2014:** Want to apply these principles in your life? Learn how by attending the full-day ITI seminar “Healthy Hearts: Transformative Rhythms for Christian Leaders” led by Navigators’ Doug Nuenke; Lindy Black, associate U.S. director; Eddie Broussard, senior vice president of field ministries, and Peggy Reynoso, director of learning and development. Register at ([CLAConference.org](http://CLAConference.org)).

# A Perfect Match

## Leading and measuring belong together!

By Tom Atema

Is change necessary? Yes. How can I be so sure? Every report I have read shows that nonprofits, whether secular or faith-based, are losing ground. For example more faith-based, nonprofits are created every day than you can imagine, yet every indicator shows that Christianity is losing ground, our influence is not increasing. /// There are a number of reasons for this that go back to the way the Puritans set up the first nonprofits in America. However, it is time for a big change. As leaders of faith-based nonprofit organizations, we tend to measure financial results and/or numerical results, which is exactly how the Puritans set it up. When the “numbers” are up and to the right, we use them as a sign all is well. We are on target — therefore we change nothing. ///

I totally understand that the degree of change and the pace of change will be different for every person and organization. That is not my concern. What I am concerned about is, for the most part, leaders of faith-based nonprofits are under the illusion that they are making progress when every indicator around them says they are not. Simply put, the solutions nonprofits — even faith-based nonprofits — are trying to provide, are not keeping pace with the problems they're trying to solve. Our outcomes are lacking.

If we are going to make a difference, leaders of faith-based organizations must look at the facts. That means we must start to change what we measure. Leaders need to measure everything, but with a new standard. We talk about change. We discuss the importance of reaching the "next generation," of "engaging the next generation," but we never really get there because we are using measurements that simply tell us what we already know. That gives us a fear of change. We have been using the traditional measuring system so long that it's how we do our reports. It's easy to grasp by all parties. And, after all, if the donor is happy, why would we measure any differently?

We've been stuck in a financial and numerical measurement model as the predominate yardstick of faith-based organizational performance. Subsequently everything an organization does has been filtered through a financial or numerical lens, measured in terms of financial and numerical productivity.

When numbers are up, for example, we lead or manage based on those results. That leads us to do what we already do, better, but not differently. That approach is understandable, but it is wrong! We have bought into a system of measurement that does not tell us if we are accomplishing the mission that was given to us by God himself.

If you present to your board, "all financial income or attendance is up and expenses are in line," what is their response? Does anyone ever say, "What does that have to do with what we do?" By and large we have bought the lie that financial or numerical metrics are a true reflection of an organization's performance.

Today, leaders have grown up with certain assumptions about what works in faith-based nonprofits, what the metrics for success should be, and how we should organize and deploy resources. The bulk of those assumptions are dead wrong. As leaders we need to change our thinking.

While financial performance can be an indicator of forward motion, the ultimate measurement of wise financial and organizational stewardship is the outcomes of those financial investments. In that sense, financial performance alone may not reflect the organization's actual outcomes. Often organizations chase results without understanding what really creates and sustains



## VERTICAL HORIZONS GROUP

**LOCATION:** Black Mountain, North Carolina

**PRESIDENT:** Thomas Atema

**MISSION:** Helping faith-based nonprofits be different.

**CLIENTS:** Heart for Lebanon, Moody Radio, Blue Ridge Broadcasting, 4BServe, International Global Leadership Summit (Africa and Middle East)

**BOOK:** Tom Atema is author of *Leadership in Blue Jeans* (Believers Press, 2010)

**WEBSITE:** (VerticalHorizonsGroup.com)

those results. So we tend to throw more money at the problem. By contrast, organizational outcomes are the real indicator of true performance. But how many faith-based organizations understand the real metrics of organizational outcomes?

When we measure organizational outcomes we receive facts, and these facts should be the leader's best friend. As leaders we want to accomplish something! Something that has to do with what our ministry's core vision

dictates. To me, the first question leaders must answer with their board is: "How do we define progress and accomplishment for our organization?" A board can't hold someone accountable if neither the leader nor the board knows the answer to this question.

There are three types of data that can help answer this question. However, in order to accurately measure a faith-based nonprofit's progress and accomplishments, only one of these three is a true measurement.

**1. INPUT:**

Input describes how much in the way of resources (both financial and non-financial — such as volunteer time, materials, equipment, etc.) was used to conduct a program or activity.

**We have bought into a system of measurement that does not tell us if we are accomplishing the mission that was given to us by God himself.**

**2. OUTPUT:**

Output measures the activities conducted by the organization: the number of classes held; the number of students enrolled or graduated; the number of church members; the attendance in church services; the amount of concert-goers; the number of food baskets served; the scope of refugees served; the number of listeners; and the like.

*Measuring input and output is an important element of overall stewardship, but the problem with this type of numerical data is that while it shows the quantity and cost of services provided, it does not indicate whether any real benefits resulted. Did the students truly learn anything? Did church attendees grow spiritually? Did we really move people to a closer relationship with Christ? Did we really, really, help the refugees?*

**3. OUTCOMES MEASUREMENT:**

Outcomes measurements indicate how much better off the people served by the faith-based organization are as a result of the organization's activities. For example, by how much has the culture of your community changed for the better because of your witness? How much better is that public school because of your involvement? You get the point.

(continued on page 22)

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# VERTICAL HORIZONS GROUP HELPS FAITH-BASED NONPROFITS DO MINISTRY DIFFERENTLY

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Often, we simply hold up numbers one and two – input and output – in annual reports to define a “successful year.” The problem with this is that outcomes measurement is the most vital component in measuring ministry success, yet it is rarely found in annual reports. If you are the leader and you are not pushing hard for outcomes measurement, you need to do so. This has become one of the most important stewardship activities that a faith-based organization can undertake.

There are several compelling reasons to measure outcomes:

**• IT MEASURES THE EFFECTIVENESS OF PROGRAMS.**

How do you know if a program or service is effective? It is unlikely that we build capacity simply for the sake of building capacity. Because of this, we need to know whether or not our programs are effective. As nonprofit leaders we need to know whether the programs and services our nonprofits offer are achieving the desired results.

**• IT IDENTIFIES EFFECTIVE PRACTICES.**

With the information you collect, you can determine which activities to continue and which ones to stop. Some practices might even be replicated for other programs or initiatives based on the results of outcome-based measurements.

**• IT IDENTIFIES PRACTICES REQUIRING IMPROVEMENT.**

Measuring outcomes allows you to modify or change programs and initiatives not fulfilling your ministry’s core vision in order to improve effectiveness.

**• IT HELPS PROVE YOUR TRUE VALUE TO EXISTING AND POTENTIAL FUNDERS.**

The climate for funding faith-based nonprofits has undergone radical transformations in the last few years. Funders are keenly aware of the need to document the “success” of programs. Measuring what your vision says you are doing will help donors decide whether your organization is worth their investment.

**Outcomes measurement is the most vital component in measuring ministry success, yet it is rarely found in annual reports.**

As a side note: Outcome-based reporting is vital for securing funding from Generation Y. More than any previous generation, they want to draw a straight line between vision and outcomes. If it is not a straight line then they won’t fund it. They are even willing to spend a lot of money to check you out in person.

**• IT PROVIDES CLARITY AND CONSENSUS AROUND THE PURPOSE OF YOUR PROGRAM.**

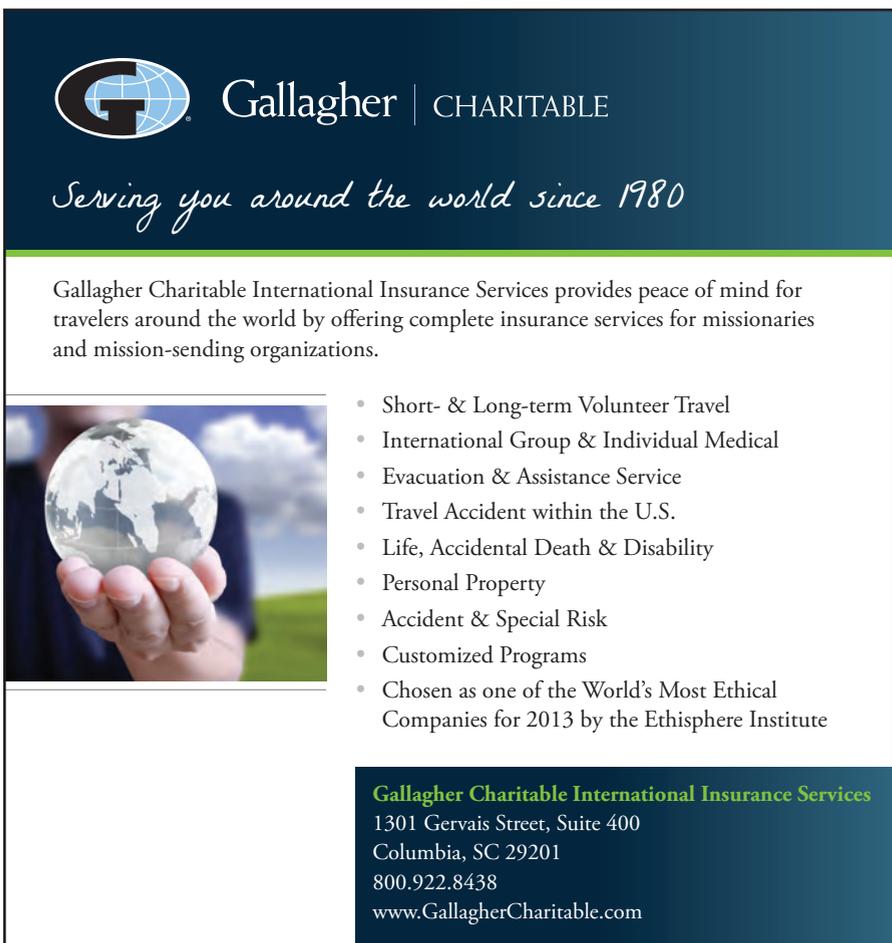
Everyone in your organization, from board members to team members to volunteers, should understand why the organization exists, and be able to articulate the one big thing it seeks to achieve. We call this our vision. What do we see our organization accomplishing? Outcome measurement helps to clarify understanding of programs and initiatives of your organization, and evaluate whether those clearly fit into your vision.

So how do you begin? Ideally, you start with the end in mind. Measuring outcomes starts when the planning for the project starts and before the activities are underway by asking this question: “What, through this activity, will we accomplish in light of our vision?”

Measuring outcomes with something other than simple financial or attendance measurements is really the only way to know if you are making progress, accomplishing what God has called your faith-based organization to accomplish. ●

**TOM ATEMA** is president of Vertical Horizons Group ([VerticalHorizonsGroup.com](http://VerticalHorizonsGroup.com)).

**CLA DALLAS 2014:** Want to learn more about ministry outcomes measurement? Be sure to attend Tom Atema’s conference workshop “Leading and Measuring Go Together.” ([CLAConference.org](http://CLAConference.org))



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*It's a dangerous  
business to arrive  
in eternity with  
possibilities, which  
one himself has  
prevented from  
becoming actualities.  
(Søren Kierkegaard).*

# Changing Leaders

A healthy culture starts with you!

By Bruce McNicol

**DOES IT HAUNT YOU** to watch some leaders conducting “dangerous business” with their organizations? It haunts me.

Then, I reflect on our Truefaced team, which works every day to help leaders and their organizations grow in love, trust, and change, and I’m haunted even more. From time to time, we have conducted some of our own “dangerous business.” We all struggle to become the kind of leader others want to follow, to shape cultures where people long to work, and to steward in a way that doesn’t prevent kingdom “possibilities.” There are no “together” leaders, only those with more elegant masks.

Senn Delaney was the first firm in the world to focus exclusively on shaping cultures. They popularized the phrase: “The culture is the shadow of the leader, cast along over time.” If you’ve been exposed to too many sick organizations, this may only confirm for you that, “The fish rots from the head first.” But, the “shadow” can be a life-giving experience for an organization — *when* the leader is growing healthier.

While shaping a culture requires an integrated focus on several key components in organizations, our limited focus for this article on shaping culture is on the word “leader.” We call this “leader development,” in contrast to leadership development, and it has a disproportionately powerful influence on the culture.

## HOW DOES A LEADER CHANGE WHEN CHANGE IS HARD?

How does a leader change when change is hard? In this article, I offer you a Truefaced leader-development process, which has helped many leaders change and cultures flourish in spirit and in kingdom outcomes. The process lays out in a three-part sequence, called Awakening, Exchange, and Breakthrough. We’ll invest most of our time on the first two phases. These three words simply help hang some relational truth on an understandable framework.

### **AWAKENING:**

In our 20s and 30s, we three Truefaced co-authors (independent of one another), experienced what might be called “awakenings.” We define an awakening as “waking up to the pain of not being able to control my life the way I thought I could; stuck with unresolved life issues whose symptoms I am trying to solve

without help from others.” These awakenings ran high enough up the Richter scale to shake loose some hidden stuff and push it into the light. They include things like our penchant to control others, to lie, to “go dark,” to not listen, to misinterpret motives, to withdraw, to feel demeaned, and to have to *be* right rather than *do* right. There’s a long list. All propelled by shame. And all oozing into the cultures we were leading. Cultures are porous. They absorb our junk.

Darkness is the Petri dish of the leader’s junk life. This dish grows trouble like nothing else. The number one cause of leadership failure — and thus damage to kingdom cultures — is not lack of competency, but living in unhealthy isolation.

There’s a mesmerizing verse in Ephesians 5:14, which says, “*Everything is made clear by the light. This is why we say, ‘Awake O sleeper! Rise from the dead, and Christ will shine on you!’*” (ERV).

Three things about “sleepers”: We don’t know we are asleep; we don’t want to be awakened by the light; and, when the light shines on us, things that were hidden, start to become clear.

For example, I had no idea how demoralizing my impatience was for those who followed me. How could I? I was “sleeping” — and, I didn’t want my sleep interrupted. Like when my mom used to come into my bedroom in the morning before school and flip on the light switch. One day, God came in my room and flipped on the light. I woke up, courtesy of crisis, pressure, and a trigger point.

These epiphany moments help explain why 360 reviews often don’t work. In our unhealthy leader sleep we go through the motions. We comply because we’re supposed to do so, all the while making our own assumptions (because, we’re leaders after all) about ourselves: who we (really) are; how we’re (really) doing; how we’re (really) affecting others. Unresolved life issues rob us of objectivity. Our personal truth distorts objective 360 truth. The darkness of sleep does this. If you’ve ever bumped a bruise you didn’t realize you had, you know what it’s like to awaken late to an existing issue.

When an awakening occurs, there’s a chance — and it’s only a chance — of deep change in us. Aborted awakenings occur all the time when aspirin-level pain enters the lives of leaders. God offers us a profound moment to climb out of the Petri dish slime, but instead we reach for stronger sleep-inducing medications. (Note to self: Brace for a bigger crisis.) However, when an awakening leads to an *exchange*, lasting personal change is about to flower, and wonderfully affect the culture’s kingdom yield.

### **EXCHANGE: (PROTECTION & PERMISSION)**

A familiar quote by Luciano De Crescenzo says, “*We are all angels with only one wing; we can only fly while embracing one*

another.” When we realize we’re stuck in our life issues, and we can’t lift ourselves out of the muck on our own, we need someone who we trust with us. But, we must give them access to our lives if they’re going to help us fly. We call this permission. We define the exchange as “trusting someone with me, by giving them my permission in exchange for their protection.” This process helps leaders “submit to the strengths of others, so their weaknesses can be protected.” It’s hand in glove.

Protection is rooted in God’s jealous-for-us love in the Old Testament (Exodus 20:5, Hosea 11, and others). We call this protective love because God offers to protect us — if we trust him. He essentially said to Israel, “If you’ll trust me I will protect you from all kinds of evil to which you are susceptible. If you don’t trust me, I cannot protect you. You will run into all kinds of evil.” Israel proved God right in both instances, many times. That God (who knows everything and is all-powerful), would wait for us to open the door from the inside, while he stands as a strong protector

— ready to help, knocking on the outside — is shockingly instructive (Revelation 3:20).

Don’t confuse protection with accountability. Healthy cultures will institute accountability for tasks. But, we all need protection for self (i.e. person). Many are baffled when accountability doesn’t work for their life and sin issues. Protection is not behavior management. It is relational love, which ultimately heals shame and alters behavior. Holding someone accountable to change a life or sin issue when he or she has, for years, demonstrated an inability to change, is nonsensical.

In their valuable book, *Switch* (Crown Business, 2010), the Heath brothers conclude, through empirical evidence, that “*What looks like laziness (or resistance or indifference) is often exhaustion ... because self-control is an exhaustible resource. The research shows we burn up self-control in a wide variety of situations.*” Running out of “self-control” is precisely what the apostle Paul confirms in his story as a Christ-follower in Romans 7. Protection, not accountability, understands this difference. The protector’s love is safe, not soft. Protection doesn’t excuse behavior, but over time, heals the shame that drives it.

Only my permission can bring protection to life. Will my awakening cause me to trust another with me? Or, will I opt to trust *me* with me?

#### **BREAKTHROUGH:**

If we don’t waste our *awakening*, we’ll begin experiencing the *exchange*, and this will inevitably lead us to unimaginable *breakthroughs*, in the things that matter in our lives, including the organizations we serve.

Last year, my wife and I were invited to the annual company dinner of an oil and gas business. Next to me was a seasoned veteran of the industry from the Middle East, who was clearly not a Christ-follower. But, his CEO has been for over 30 years, and yet in just the last four years has been learning how to experience protective love. The oilman has picked up on the transformation occurring in his boss, even if he can’t explain it. “He’s not the same man. It’s a big reason why our company is doing so well, and I’m grateful to be around this man.” This is a kingdom breakthrough of magnitude. Protective love changes a leader, helps shape a flourishing culture,

**THE NUMBER ONE CAUSE OF LEADERSHIP FAILURE, AND THUS DAMAGE TO KINGDOM CULTURES, IS NOT LACK OF COMPETENCY, BUT LIVING IN UNHEALTHY ISOLATION.**

and attracts people who need Jesus. As the CEO told me, “This changes everything!”

If you’d find it helpful to explore this Awakening, Exchange, and Breakthrough process more thoroughly, you could listen to or read, *Bo’s Café* (Windblown Media, 2009). John Lynch, Bill Thrall, and I wrote this novel based on true stories of leaders, to help people see how they could experience protective love in their marriage, family, friendships, and organizations.

**BRUCE MCNICOL** is the co-founder and president of TrueFaced. He has a passion to restore the original Good News for diverse world cultures through transformed leaders and their platforms of influence. With degrees in finance law, theology, leadership, and organizational development, his ability to write to diverse readers and leaders has led to co-authoring: *The Cure*, *The Ascent of a Leader*, *Bo’s Café*, and the *High Trust Culture* guide for leaders.

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# MEASURABLE Social Media

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## Principles for greater kingdom impact By Lindsey Lind and Steve Thomas

**DO YOU REALLY BELIEVE** that any good can come from social media? If we were candid, many of us would wonder how social media could have any significant kingdom impact ... or maybe *any* positive kingdom impact. After all, social media platforms are some of the greatest time wasters and distractions of our day.

In 1961, then Federal Communications Commission Chairman Newton N. Minow, famously called commercial television programming a “vast wasteland.” Today, many would likely similarly describe Facebook, Twitter, and their social media siblings as the new “great wasteville.”

It’s true that the social media landscape is populated with shallow chatter, inane games, celebrity miscues, and self-indulgent photos. But misuses and abuses don’t disqualify the power of the tool. Your ministry has a web presence in spite of the fact that the Internet is filled with unwholesome content. How the world uses a tool doesn’t invalidate the power of the tool.

If we allow for the possibility that positive kingdom impact can come from social media, we probably should agree on what

social media actually is. At Oneicity, we live and breathe social media, online media, and the digital world for our clients. Because this is such an integrated and connected world, we always evaluate e-mail, microsites, and websites together with social media, including traditional platforms like Facebook, Twitter, and YouTube. We’re very practical and recognize that very few online or “e” activities take place in isolation. Really, “social” media can be any online channel where constituents can consume, share, or collaborate on content.

### **THERE ARE SIGNIFICANT ADVANTAGES TO SHARING CONTENT ACROSS ALL CHANNELS.**

Social media conversations should not only connect to your website or a microsite (which should be connected to your primary web presence), but social media conversations can take place on your website. E-mail is one of the more powerful tools that can serve as a conduit for stories and calls to action. Don’t get hung up on strict definitions. The online world is too integrated and users act too fluidly to make rigid definitions helpful.

## HERE ARE FOUR PRINCIPLES FOR GREATER KINGDOM IMPACT THROUGH SOCIAL MEDIA:

**1. Kingdom impact through social media begins with the proper use of the tools and channels.** At Oneicity, we believe that relationships are central to all development, fundraising, and marketing for ministries. These social media channels are key to building relationships with donors and constituents. Social media is the place to tell stories of not only the problems you're solving, but also the evidences of how your great work is changing lives. Photos, videos, and written testimonies fit naturally into the social media ecosystem.

Your website must be the home base or cornerstone of your social media strategy. All your social media should point to your website. Your constituents should be constantly coming back "home" to your website. That's the place where you own your content and where you have the most control.

Never confuse the wild west of social media with the safety of your website. One of the most common misuses of social media by ministries is that they lose their authentic voice or they try to control the social media conversation too much. Your online presence must "sound" like you and "look" like you. And because it's "social" you can expect a wide range of responses and questions. When your constituents begin to speak on your behalf and begin to tell why they love the work you do, really powerful moments happen.

**2. Long-term kingdom impact through social media comes from reviewing your results regularly.** If you want impact that is more than a flash in the pan, schedule regular reviews. At Oneicity, we call our review "The Dipstick." It's not an elegant title, but it describes the nature of this powerful tool. On a regular basis you must do a quick assessment of where you are in your social media planning. What results are you achieving? What's working and what's not working? The ideal review is quick (like a glance at your car's dipstick) and done on a regular schedule (monthly is ideal).

Your review should begin with restating your focus (what are you trying to do?). Next, quickly review all your analytics. Then you should determine what posts, what videos, what content produced the results you wanted and which content failed to do so. Can you draw conclusions about what worked and what didn't? Then decide what adjustments you'll make to next month's plan. You should be able to gather the metrics and review the result in less than a couple of hours.

**3. The most powerful kingdom impact happens when you integrate across channels.** Our clients have been pleasantly surprised at how powerful integration can be. Put simply, this is making sure that what you say to donors in person over a cup of coffee, and what you send in direct mail, supports what's online in social media and on your website. More complex strategies involve creating the best type of content for each of the channels you are using so that constituents encounter your ministry's story in the most powerful way.

Don't make the mistake of thinking that individuals who

support you are only "direct mail people" or only "do digital." Certainly donors have tendencies and preferences. But you cannot afford the mistake of thinking these tendencies are exclusive. People aren't one-dimensional. Believe it or not, some of the people who are your fans on Facebook really do read your direct mail. Your online messaging must connect with your direct mail. Direct mail must connect with your online messaging because many direct mail donors also enjoy giving online. Presume that any donor could see any messaging at any time.

At Oneicity, we call our review "The Dipstick."

**4. Kingdom impact through social media happens best when you provide clear, simple calls to action.** If you don't tell your constituents what you want them to do, most won't take any action on your behalf. If you want them to share a photo, make it simple to share and ask them to share. If you want them to "Like" your post, ask them (they love you, they'll click like for you). If you want them to share their story of why they love your ministry, give them an example of what you want them to do, make it easy to do and ask them to do it. Never ask a donor to "tell us why they care for the poor" or "why they support our ministry" without giving an example. Donors are every bit as busy as you are. You only have a second for them to decide if they're going to respond to your call to action. A clear, simple call to action will improve the chances they'll do what you want them to do.

Kingdom impact for your ministry can grow through social media if you begin by following these principles. Obviously online communication is complex and constantly evolving. If you have specific questions feel free to tweet us a question at @oneicity or hop on our Facebook page (facebook.com/oneicity) or shoot us an e-mail at (howdy@oneicity.com). We love it when people ask: "What did you mean when you said ...?" or "I'm not sure I believe this will work!" or "What would you suggest about this?"

Or better yet, join us at the CLA National Conference. We're leading a 10-hour intensive training on "Measurable Social Media for Kingdom Impact." Join us for detailed, practical, and real-world steps to create kingdom impact through social media. It'll be a blast and you'll leave with a clear plan of action.

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LINDSEY LIND is vice president of eStrategy at Oneicity, helping ministries grow online giving and build genuine relationships with donors. STEVE THOMAS is partner and CEO of Oneicity, providing mid-sized ministries with integrated fundraising and marketing services. (Oneicity.com)

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 **CLA Dallas 2014:** Start using social media for greater kingdom impact by attending Lindsey and Steve's Christian Nonprofit Leadership Academy 10-hour course "Measurable Social Media for Kingdom Impact." Register at (CLAConference.org).



# Kingdom-Minded

## Defining your mission, vision, and values

By Mark Griffin

WHEN WE MEET WITH PEOPLE to discuss strengthening their Human Resource (HR) practices, we often use the term “kingdom-minded organization.” More often than not, they are intrigued as to precisely how we define such a considerably broad scope or approach. Certainly, many Christian business people, pastors, and consultants have their own ideas as to what constitutes a kingdom-minded organization.

My own kingdom-minded human resources organization has worked hard to develop what we feel is a clear, actionable, and measurable articulation of just what a kingdom-minded organization means to us and how to achieve it. As a result, the organizational leaders we work with express enthusiasm to achieve these goals and are willing to invest their precious time, dollars, and energy into making their organization a prosperous one — one reflective of Christ and his teachings.

For the framework of a kingdom-minded organization, the model I developed contains principles that can apply to marketplace organizations, churches, and nonprofit organizations alike.

A kingdom-minded organization puts Christ first, with a focus on integrity, honesty, and straightforward business dealings with staff, clients, customers, contractors, suppliers, and others. Such an organization possesses clearly delineated mission, vision, and core value statements. It has agreed upon goals and objectives, especially in the realms of mission execution, customer service, production, and quality.

Being a kingdom-minded organization does not in any way preclude prosperity and financial success. On the contrary, it aims to be prosperous for the benefit of its key stakeholders, leadership, owners, employees, and the organization’s community. They should — they *must* — strive to do great things, marrying their godly goals with the fruits of success — those of a job well done. By no means should they consider themselves as unable to participate in the results-driven culture of winning U.S. organizations.

### MISSION, VISION, AND VALUES (MVV)

When mapping out the future of an organization that professes to strive to become high performing, management must create its mission, vision, and value statements (MVs) or ignite existing ones by recreating them. Much has been written on what should comprise mission, vision, and value statements. I always suggest keeping them simple — concepts that all employees can remember and fully support. It’s difficult to fully commit to and “own” a company’s ideals if they are so complicated, convoluted, or vague that the employees can’t remember them clearly.

### MISSION STATEMENTS:

Successful organizations begin by establishing their mission (which is the core reason for their existence), the product or service they provide, those to whom they provide it, and the benefits of that product or service. A lack of an established mission means that not only are staff and management unsure of their purpose, but customers and vendors are also left in the dark, uncertain of what to expect.

An organization’s mission ideally defines what it does best every day and why, and reflects the customer’s needs as well. Having a mission is the foundation upon which a high-performing organization’s dreams and potential become reality. Essentially, it affirms the reason(s) why an organization exists.

Under the guidance of a project facilitator, a team of senior management begins by developing a framework of what they believe the mission should be. The facilitator shares and explains this mission framework to each supervisory layer, soliciting input on each occasion, and ultimately shares it with the employees who then sit down with a good human resources representative in a roundtable session to discuss it and generate further input. The facilitator may need to go back and forth a few times before a final product is derived. Once the majority of employees and

management agree to the refined mission, all employees need to agree to respect and support it.

A primary benefit to creating or revisiting a mission is that it opens up communication within and throughout an organization. Every successful organization has a clearly established mission, one that has been developed with input from all employees collectively, not simply flowing down from the top. Employees become fully invested in an organization's mission when they are engaged in establishing that mission. The mission must be ingrained within the organization's culture. Not only are employees and customers made familiar with the company's mission; candidates for positions in high-performing organizations are also exposed to the mission during the interview process, before they're offered a position.

Some tips to remember when writing a mission statement: (1) Keep it short and easy to remember; (2) Specify your target customer and describe the advantages you offer; and (3) Define your product clearly and how it differs from the competition.

You may be wondering how you can say all that and still keep your mission statement short and memorable. Here are two strong examples from high-performing organizations with effective mission statements.

**Google:** *We organize the world's information and make it universally accessible and useful.* Their marketplace? The world. Their product and its advantages? Organizing the world's information to make it easily accessible and useful. They do this and they do it exceedingly well.

**Starbucks:** *We inspire and nurture the human spirit — one person, one cup, and one neighborhood at a time.* Their marketplace? Also, essentially the world, yet they stress the individual: one person, one neighborhood at a time to maintain a personal feel. We are already very familiar with their product and social coffeehouse environment, aren't we?

## VISION STATEMENTS:

In addition to a mission statement, all high-performing organizations possess a clearly defined vision. Organizations with an established vision have a workplace of direction, purpose, and achievement. These organizations envision where they want to be and do the appropriate things to get there. Every employee is given a copy of this road map.

Vision statements should consider how the market and your customer base may change within the next three, five, or seven years; how such changes can create opportunities for your organization; how to bridge the distance between how things are today and where you envision you want to be within your established timeframe; how you will surpass your competitors in order to gain greater market share; and also what you are doing collectively to capitalize on the changes in business conditions and your business's needs.

Like a mission, an organization's vision has, ideally, offered all employees an opportunity to help create and contribute to it. The more buy-in an organization has among its employees, the greater

the effectiveness of the vision. The vision should inspire. It demonstrates where the organization as a whole wants to be, and what will occur as it delivers on its mission. It is where an organization envisions itself in those three, five, or seven years. (We prefer five years, because that is a reasonable amount of time for most organizations to get to the next step.)

So, whereas the mission is what an organization does best every day, its vision is what the future looks like when it fulfills its mission exceedingly well. Some effective vision statements include:

**Nike:** *To be the number one athletic company in the world,* and

**Amazon:** *Our vision is to be earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online.*

When I worked for Gatorade, we developed an incredible advantage over the competition because we took the time to establish our vision — where we were going and when we wanted to get there — and ensured that every employee shared this vision. Gatorade's competitors at the time fell back because they lacked a commonly shared vision. They lacked a road map.

## VALUES STATEMENTS:

The third ingredient of MVVs is values, specifically core values. A core value, from a human resources perspective, reflects the heart of an organization. It pumps the blood throughout; it makes an organization tick. It defines the organization and its culture and what it takes pride in doing. It is how vendors and customers view an organization's behavior toward them. It is what employees tell their neighbors and friends when asked what it is like to work where they do.

A company focused on quality might state its core value as: *We do not compromise on quality. Quality is job one.* An organization valuing individual responsibility would want to say: *We believe in holding ourselves accountable. We deliver on our promises and we always endeavor to use good judgment.* Efficiency, honesty, customer service, ownership — these and many more reflect the kinds of core values that high-performing organizations embody.

In order to enjoy growth and prosperity and achieve high performance, a kingdom-minded organization must first look inward and thoughtfully address these three critical aspects of running an organization. Those that invest in well-developed and bought-in mission, vision, and values will reap dividends far beyond those that do not. ●

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**MARK A. GRIFFIN** is the founder and chief consultant of In His Name HR LLC. Follow him on Facebook at InHisNameHR or 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 MGriffin@InHisNameHR.com.

 **CLA DALLAS 2014:** Clarify your organization's Mission, Vision, and Values by attending Mark Griffin's CLA Conference workshop "Building a Kingdom-Minded Organization." April 14–16. (CLAConference.org)

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# CATALYTIC

## BOARD CHANGE

It's the key to better ministry outcomes

By Sid Webb

**BOARDS CAN BE FRUSTRATING.** That fact led me to do my doctoral research on the legal and biblical duties of a parachurch governing board, to see if we could find ways to spark our boards toward greater engagement and true accomplishment. I can teach the theoretical but I'm very focused on producing practical, effective outcomes. That's why I'm leading a two-day class on the topic of catalytic board change at the upcoming CLA conference in Dallas.

### DEFINING THE CHANGE YOU SEEK

If you, as a CEO or board member, want to change your board, you have to first ask, "What needs to change, and why?" Ministry leaders should frequently ask the missional question: "Why?" By so doing they will infuse their organizations with kingdom outcome-oriented thinking, which is good stewardship. Anything that diminishes good stewardship is ultimately an assault on kingdom outcomes.

"What" is the question that gets us out of the ethereal and into the specific and practical. It can be a tough question, so I ask it this way: "What gap(s) exist, that you're trying to fill?" If you can't articulate some kind of gap, change has not yet begun to make sense. If you can identify the gap, though, you begin to gain clarity regarding the path you need to take.

Often, the "presenting problem" is merely symptomatic. Probe deeply enough and you'll unearth the dynamics of human

behavior. Christians can exhibit both “behavior redeemed” and “behavior fallen.” Even on our best days we miscommunicate and overlook things. The board is, at heart, a small group with all of its dynamics.

Board training is a cognitive concept and assumes that the gap is one of knowledge. I’ve found that much of my consulting work, however, is related not to training but to troubleshooting because the board problems are often ones of human choice and human behavior. It’s relatively easy to fill the knowledge gap. It’s much harder to fill the behavioral one because that means that your fellow humans have to be willing to play along and do their part. They have to be humble and teachable and collaborative. (So do you!).

People are composed of intellect, emotion, and will, and you can never fix a problem or produce lasting change if you’re not clear which of these domains is the issue. If lack of knowledge is the issue, conduct a class. If emotion and/or will are the issue, then get everybody in the same room, lock the door, and make sure you have a fire extinguisher nearby.

New information can certainly provoke their wills, such as when they receive the “Fiduciary Altar Call” or receive some dire risk management training. (Of course, in those situations your board may also be looking for the nearest door out of the boardroom!) Merely receiving new pieces of information will not transform a board. Transformation is a matter of the will, informed by understanding. Understanding comes from readiness. If you wish for your board to change, spend more time in prayer regarding readiness (i.e., the preparation of hearts and minds).

#### DILEMMAS OF TIME

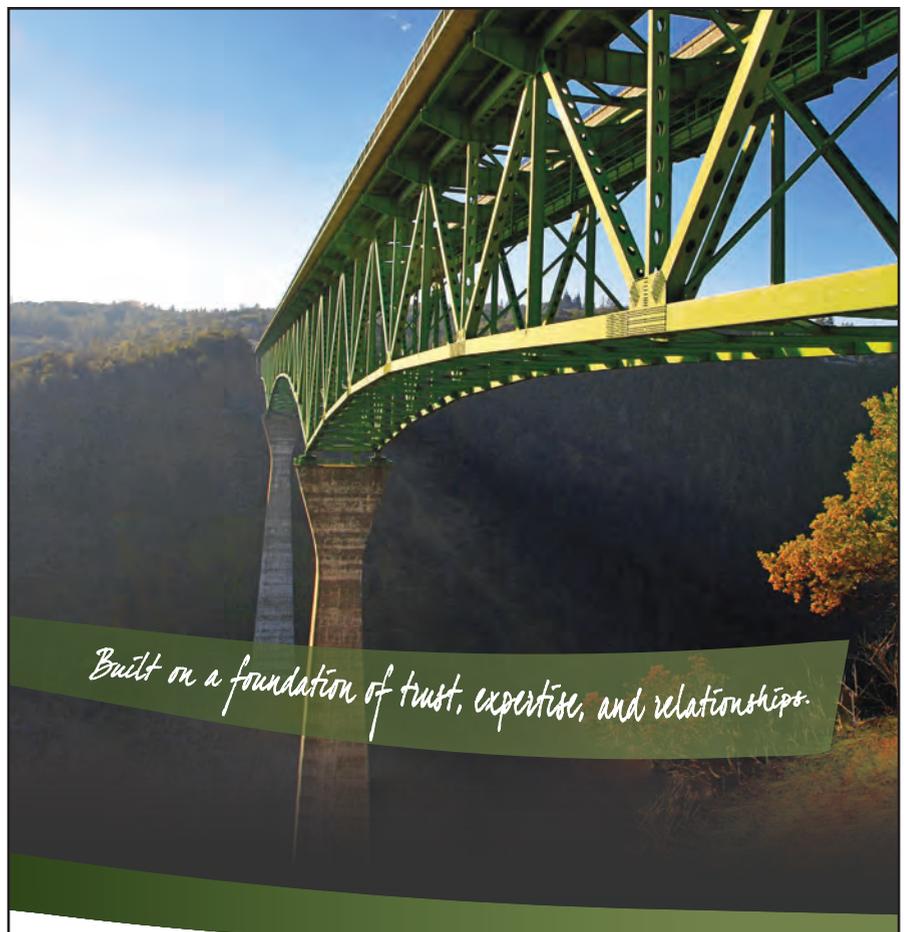
Most ministry executives will spend at least 50 hours a week on the ministry, which means that in a given year they’ll spend some 2,500–3,000 hours advancing the cause. They are the experts on the organization.

It’s the governing board, though, that carries the legal, fiduciary responsibility for the corporation. Typically, they have other jobs and commitments and can devote only a small chunk of time to the ministry. It’s not unusual to hear that members invest only a couple of hours a month into their fiduciary

service. That equates to some 25 hours per year. It’s what I describe in training as the 25/2,500 Dilemma: Each board member spends 1/100th of the amount of time on the ministry that the executive does.

Therein lies the conundrum. The leader with the expertise does not have ultimate fiduciary responsibility. The ones with the responsibility have precious little time to give. Our boards often end up

**Most people are not governance experts, so frame their service in language they can understand and apply easily.**



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**I'm astounded with how few boards have a formal orientation process or even bother to share a list of responsibilities and expectations to prospective members.**

being “out of sight, out of mind” as a result. This can be enormously frustrating to the CEO and dangerous in an age of increased repercussions for negligence.

#### **DISORIENTATION**

As if it weren't enough that board members are part-timers, there usually isn't much preparation for the board member role. I'm astounded with how few boards have a formal orientation process or even bother to share a list of responsibilities and expectations to prospective members. Isn't that poor stewardship? How much time does your board spend preparing and orienting new members? Proper orientation could end up producing the change you seek, naturally.

If you don't help board members prepare, you'll get what you get. They'll fill the vacuum with whatever they think will work. Their previous committee experience (if any) may be dysfunctional. If they're confused, they'll begin to take their anger out in subtle ways. A board with no preparation is like a group of lost people stumbling around in the woods. In the worst-case scenario it looks like a scene from *The Hunger Games*.

Serving on a church committee, by the way, is not the same as being on a

parachurch governing board. For those of you who work in a church setting, there is some overlap in church and parachurch dynamics, but there are significant differences. This is a helpful conversation to have, and we'll do so in Dallas.

#### **DISCONNECTS**

Ministry leaders sometimes ask me to produce a manual for their boards, the thought being, “Put it in writing and you'll fix our problems.” If we put it in writing, but your behavior doesn't change, we've just given you a new problem, because you have proven yourselves to be negligent. If you're not going to live it, don't put it in writing.

I'm not saying that you shouldn't have policies. What I am saying is that you should have the right set of documents for your situation, and that the board should have ownership in producing them and living them. Otherwise, your actions will not be in compliance with your stated course. You will have a cognitive disconnect that may inject frustration like a poison into the bloodstream of your organization.

What produces good behavior is not merely the presence of documents, but having leaders of character and competence who will reject passivity and

demand performance and accountability from the boards on which they serve. What behaviors are we willing to both expect and accept? Choose your board members carefully, and opt for a smaller board if you must.

You know that the stakes are high. The shifting landscape in American society has put us all under the microscope. Your board members must take accountability seriously, operate at a strategic level, and monitor the organization's programs and outcomes. And they must do so while not forgetting to monitor themselves.

### DRIVING TOWARD CHANGE

If you want to guide your board through change, you're going to need several people joining to take up the cause without the situation turning into a civil war. And, you need a board chair with spine, who takes his/her position seriously, and is willing to speak the truth in love to the board.

Don't forget that the people who tend to relish change are those who

are inflicting it on others. The word "change" is loaded, because it may imply a 180-degree course change. That will cause resistance. People are generally open to adjustments and course corrections, though; after all, we're a society of car drivers.

Most people are not governance experts, so frame their service in language they can understand and apply easily. You have to translate the dry and dusty governance into significance. Ultimately, that's the true kingdom outcome: your board service has resonance into eternity — long after your state corporation laws have burned in the Eschaton.

Ministry leaders and boards should recommit to "redeem their time" (Ephesians 5:16), and the quality of their stewardship. Don't waste people's time. Don't meet unless you must. Make it count. The board should operate at the highest level of oversight and allow the executive to run the operations. The board should focus on such issues as, "What mission does this organization

have? What measurables are appropriate to that mission?"

The theme for the 2014 CLA conference is, "Kingdom Outcomes." I'm excited about our board session in Dallas. We'll have dynamic interaction as we probe the mysteries of your board. I'm serious about using those two days to start a chain reaction that will lead to growth and greater impact. We'll strategize the significant course corrections and vectors that are most likely to get you to your goal and produce kingdom outcomes indeed. ●

From his base in Colorado Springs, DR.

**SID WEBB** works with ministry leaders around the world to sharpen their impact. Contact him at [sid@sharpenedfocus.com](mailto:sid@sharpenedfocus.com); ([sharpenedfocus.com](http://sharpenedfocus.com)).



**CLA DALLAS 2014:** Strengthen your board, and improve ministry outcomes, by attending Dr. Sid Webb's 10-hour Christian Nonprofit Leadership Academy Course "Producing Catalytic Change in Your Board." Register at ([CLAConference.org](http://CLAConference.org)).



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# Just Imagine

Looking back on God's unique plan

*"Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us, to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen." (Ephesians 3:20)*

RECENTLY I WAS VISITING with an elderly friend in his small, assisted living apartment. We had spent more than six years working together and couldn't help but reflect on some of the memorable stories from our past. When there was a brief lull in our conversation he asked, "George, did you ever imagine that in becoming a Salvation Army officer you would have the opportunities to meet the people and experience the places you have throughout your career?" I quickly responded, "No. I never imagined anything close to it."

I grew up in a small, incorporated village right outside of Hamilton, Ohio. The town was officially known as New Miami, but folks back then and still today, fondly call it "The Village."

In 1966, I left The Village for New York City to be trained as a Salvation Army officer. Through all of my high school days it was clear to me, I was going to become a broadcast journalist or perhaps even a play-by-play guy for the local television station. But God had other plans for me. He wanted me to become a Salvation Army officer. I was obedient to God's call and this decision took me to places, and gave me opportunities, I never imagined I would have.

Late in 1999, leadership of The Salvation Army asked my wife and I to consider an assignment they felt I was uniquely qualified to fill. We were living in Southern California at that time and making a career transition was not something we were anxious to consider. But we were asked to take a new assignment in Washington, D.C., at the National Headquarters of The Salvation Army. When we heard those words my wife Donna, emphatically stated, "No. I will not go anywhere that takes us away from our family."

The next morning as we were taking our usual Saturday morning beach walk, Donna said to me, "Tell them we will go. I have prayed about this and God has given me a clear direction. We must go."

The responsibilities I soon assumed included specific roles as the media national spokesperson, the Army's representative on Capitol Hill, the official liaison to the White House, and additional responsibilities for all marketing communications across the country.

Less than one year into what became 13 years of mission fulfillment for me, we found ourselves embroiled in controversy from a negative front-page story that appeared in *The Washington Post*. Within three to four hours of its release I was overwhelmed with media calls that included live interviews with each of the major

television networks and cable news channels, plus more than 30,000 e-mails from the general public. We were in crisis mode when Donna came to me and said, "This is why we are here. God gave me a vision that you were going to become a strong voice to the public in support of biblical values, while protecting the reputation of The Salvation Army."

**A media highlight for me was an interview with Dennis Miller that delved deeply into spiritual things.**

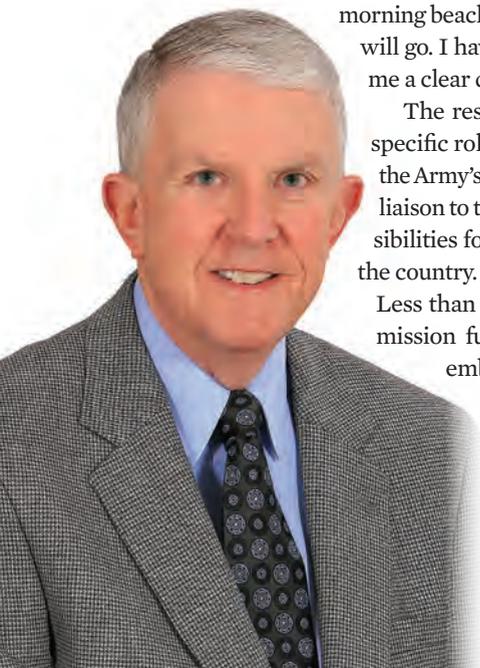
I have done hundreds of media interviews since then, dealing with the tragedies of 9/11 and Hurricane Katrina, and the public uproar caused by Target's decision to remove all bell ringers from their stores. There were White House visits and Capitol Hill testimonies included in the mix. How I enjoyed working alongside the Dallas Cowboys with the annual Thanksgiving Day Kettle Kickoff halftime show. I remember my fears while making two appearances with Bill O'Reilly and a three-hour evening with "Larry King Live" following Katrina. A media highlight for me was an interview with Dennis Miller that delved deeply into spiritual things.

A year ago this past January, I officially retired as a Salvation Army officer. A mandatory retirement policy has led me to new opportunities. I now serve ministry through the open doors of The Timothy Group, located in Grand Rapids, Michigan. As one of their consultants I continue to serve Christian organizations by facilitating strategic planning and by teaching communications strategies, media relations, donor development, and the ways and means of capital campaigns.

I wanted to be a broadcast journalist. God surely gave me what I wanted, but it came through a most unlikely path. My discovery has been that what we want to be as we are growing up is not as important as what we have become, made clear when we pause to reflect upon our past. ●

**MAJOR GEORGE HOOD** is a consultant with The Timothy Group ([timothygroup.com](http://timothygroup.com)). Prior to this role he served as the National Community Relations and Development Secretary for The Salvation Army across the U.S., working from national headquarters in Alexandria, Virginia. He is a member of the board of directors for the National Religious Broadcasters.

 **CLA DALLAS 2014:** Want to strengthen your organization's media outreach? Don't miss Major George Hood's 10-hour Christian Nonprofit Leadership Academy course "Hands-On Media Relations Training" at CLA Dallas 2014, April 14-16. Register at ([CLAConference.org](http://CLAConference.org)).





# “OUR EMPLOYEES ABSOLUTELY DESERVE FINANCIAL BENEFITS.

*I wish we could afford them.”*

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# Embracing Innovation

Change your ministry's culture

"I'VE TRIED A DOZEN TIMES," one CEO told me, as he struggled to increase the pace of innovation at his company. If you're like him, shifting demographics and the Information Age foster a change-laden atmosphere, while your organization remains static.

## CULTURE MATTERS

Most of our organizational adjustments are simply strategic. We see impact growing or diminishing and respond by adjusting strategies. But by contrast, innovations that would change whole ministry models run up against a major obstacle — organizational culture. As Peter Drucker put it, "Culture eats strategy for breakfast."

So, what is culture? Something happens when you ask a bunch of people to work together. We create unspoken social norms, and a shared language — a culture. It's the unique norms that surround the "us" that social anthropologists study for a living, and we must assess that collective "way we do things around here" in order to innovate.

Our cultural norms are formed at deep-seated, subconscious levels that can be hard to understand without an anthropologist in the room. So ask yourself: What are the silent norms at your ministry? Which norms limit innovation? In the next month, how much of your time will be given to strategic execution compared to time given to your organization's culture?

## DO YOU HAVE AN INNOVATION CULTURE?

Most ministries experiment in some way or another. But are they experimenting with new models or simply optimizing the old model of ministry? Here are questions to evaluate your organization's innovation culture:

1. Are people able to challenge the way things work? If they try and fail, is that acceptable or is it viewed as proof that the old way works better?
2. Are you rethinking and regularly testing new funding and ministry models?
3. When you implement change, do you modify structures to support those changes?
4. Are people's tasks aligned with new, clear innovation objectives?

## FIVE WAYS TO CATALYZE AN INNOVATION CULTURE

Creating an innovative culture is a soft change that can't be mandated from the top-down. In an innovative culture, change is implemented at the grassroots level. People regularly experiment and tinker with new models and ways of doing things. But, here are five ways to create an environment ready for innovation:

1. **Be clear about your innovation objectives.** Is everyone in your organization clear about the specific new programs or ministry models you're trying to introduce, and how you'll go about it? Or are you missing an innovation strategy?

2. **Emphasize outcomes over ideas.** Don't place people with ideas on pedestals. Value execution over ideas. Studies show that ideas don't belong to any one of us anyway. Unfortunately at most organizations, people gain social recognition based on their ideas. The "my idea" culture leads to dangerous consequences:

- People don't feel there's as much credit for implementing someone else's idea, so they silently resist participation.
- Execution takes a secondary or tertiary role to the idea. At such organizations, there are hundreds of ideas that never go anywhere.

3. **Diversify your organization and your leadership team.** It's next-to-impossible to innovate if your organization doesn't reflect a wide variety of perspectives. If everyone looks the same, talks the same, and thinks the same, then expect ideas and practices to be the same. Consciously recruit and elevate people with widely different backgrounds, experiences, and perspectives.

4. **Create incentives and rewards for experimenting.** As a leader, sometimes your recognition is the most significant incentive. You can choose the stories that get retold. Look for stories of people experimenting and tell the story again and again so people know what they are to emulate. Publicly tell the tales of wonderful failures and sincerely praise the people who tried them.

5. **Make sure scorecards track innovation.** Every time you meet with the board, are they (kindly) pinning you to the wall to know about ministry innovations? Or are they only asking about growth surrounding your existing approach? Here are a few great innovation objectives for your scorecard:

- How many new approaches were prototyped and tested in the last year?
- How many new approaches have we rolled out in the last three years?

These are also great metrics for you and for your direct reports.

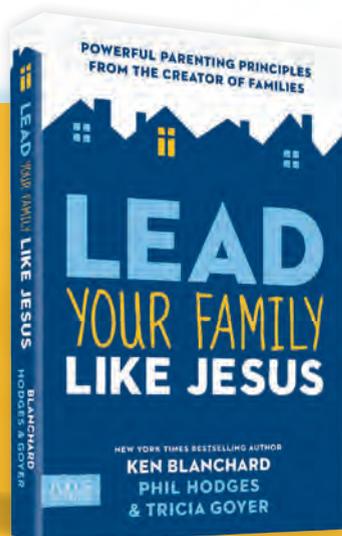
You can create an innovation culture. Just be sure that you, and your team, are always asking "what's next" and are willing to make the culture changes that entails. ●

**SHARI GOETSCH** is the chief innovation officer for Masterworks (Masterworks.com). She's developed new programs for over 10 of the largest charities in the United States.

 **CLA DALLAS 2014:** Don't miss the conference workshop entitled "Culture Matters: Driving Innovation, Growth & Impact," led by Shari Goetsch, along with Lee Wilhite, executive vice president, Masterworks, and Chris Ihrig, chairman and CEO, FiredUp. (CLAConference.org)



# Leadership Starts at Home



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# CEOs and Fundraising

Yes, it is your job!

**I**T WAS MY INITIAL INTERVIEW with the relatively new CEO of a highly respected nonprofit organization. The discussion was going well. Then he asked the question: “What’s your perspective on the president’s role in fundraising?”

I thought about the “politic” answer, but, throwing caution to the wind, I told him the truth: “You are the chief fundraising officer of this organization.” He recoiled just a bit and said, “What do you mean? The search committee told me I don’t have to worry much about fundraising; that’s what the advancement department is for!”

I have served, now, four nonprofit CEOs — each one unique in their giftedness and approach to the fundraising task. All have been brilliant and committed to the mission of the organization. Each has been given the weight of responsibility to ensure, within their power and with God’s help, that the organization is left in a better place than when they assumed responsibility.

But the simple truth is this: while the great CEO must delegate well, there are a few things that should not be delegated. One is ultimate responsibility for the development performance of the organization. So, how can a conscientious CEO lead the organization to its fundraising potential?

## KNOW YOURSELF

Make an honest self-assessment. Is it your gift developing relationships with key constituents? Are you comfortable with the “ask,” or would you rather someone else do that? Are you a good vision-caster? (Probably, or you wouldn’t be a CEO.) What do you have a heart for? What is the last thing you want to do in development work?

No CEO can be exceptional at everything. That is why you must assemble the right people in your development team to counterbalance your development gifts. Good at relationships, but bad at organizing key “touches?” That’s ok, if you enlist team members to organize key contacts in the course of your schedule. If you struggle with “calling the question” be intentional about transferring your credibility to the appropriate person on your development team who can winsomely ask for the gift. If you are realistic about what you can do and shore up the things you can’t (or won’t) do, you can lead and succeed in your development effort, regardless of your skill set.

## HIRE WELL

You are responsible for the effectiveness of your team. Do the gifts of your senior development team compliment yours? If not, stewardship requires that you recruit the giftedness you need to succeed in the fundraising task. Only you can make the tough personnel calls that can put your organization in a position to succeed in resourcing your mission.

## SET THE TONE

While you can’t (and shouldn’t) be involved in the development “grunt-work,” you can set a tone that leads your development team. Do you exude confidence in your mission, your strategy, and your team? Do you readily celebrate successes with your development team? A quick note of congratulations or a surprise “thank you” can empower your team.

## GIVE CREDIT AWAY

One of the most powerful ways to lead and energize givers is to give away credit for gifts. Give credit first to God, whose redemptive work in the giver made the gift possible. Thank the giver, who has listened to God’s Spirit and invested in Christ’s kingdom. It will mean the world to them. Thank the gatherer. Great fundraising takes organization, courage, and tenacity. Often, God uses the fundraiser to call God’s people to stewardship obedience. When you give credit away, it comes back to you in amazing ways.

## DO YOUR PART

Having established your giftedness and your shortcomings in fundraising, do what you do well willingly and often for your development team. Lead the development effort while letting them do the work you have hired them to do. If you’re not sure what your part should be, ask your development team. I bet they can easily tell you the best way to contribute to fundraising success.

## GIVE THE REST TO GOD

Most of us expect our leader to excel in everything! That’s not realistic even for the most gifted. Ask God to show you how to shore up any weaknesses. His Spirit can guide you to people (board members, volunteers, or staff) who can help you accomplish much more than any one person could. That will increase your effectiveness as the chief fundraising officer of your organization! ●

**R. MARK DILLON, PH.D.**, is executive vice president of mission advancement at American Bible Society, New York City. He formerly served as vice president for advancement at Wheaton College. Mark is the author of *Giving and Getting in the Kingdom: a Field Guide* (Moody Publishers, 2012). He is a conference speaker and has counseled broadly on resource development and leadership issues.

 **CLA Dallas 2014:**  
Go deeper. Don't miss R. Mark Dillon's conference workshop: "Accelerating Your Organization's Development Performance." April 14-16, 2014 (CLAConference.org)



# Passing the Test

## Outcomes assessment and Christian higher education

**HIGHER EDUCATION HAS COME SLOWLY TO TRUE OUTCOMES ASSESSMENT.** Christian higher education has been no exception. We have made plans for years — even plans that we called “strategic.” We have certainly done “evaluation” of students. We have regularly evaluated each other through the peer accreditation process. But in all of this, we have focused more often on “inputs” rather than “outcomes.” And we have not, in a disciplined way, allowed the process to fundamentally change how we do things.

That is, until recently. The public outcry about rising student debt, low college completion rates, and escalating costs; alternative delivery methods for higher education; and increasing government involvement in higher education has certainly captured the attention of educators — hopefully before it is too late.

The reluctance of higher education to develop meaningful assessment processes that result in ongoing alignment of resources to mission and ongoing improvement in mission effectiveness has been more than “ivory tower” oblivion or self-declared exceptionalism. (Though there has certainly been some of that!) Educators in general, and Christian educators in particular, have resisted a process that they view as reductionistic and inherently incapable of measuring the core values of the enterprise — personal maturity, spiritual and moral transformation, commitment to lifelong learning, and long-term community and global impact.

Much of that worry is justified. It is easier to measure outcomes that are quantifiable and short-term than outcomes that relate to quality of life and service to others over the course of a lifetime. Much of the deep work of higher education does not fit the categories that measure “efficiency” and “productivity” as those categories are usually understood.

Nevertheless, the economic challenges of the past five years, demographic and technological changes, and the threat that others (the federal government, private foundations) will step in and do for us what we have not adequately done for ourselves, has forced higher education to do what we ought to have been doing for years — to struggle with how to meaningfully assess the true and deep work of higher education.

As Christian educators, we must take this work of assessment and accountability even more seriously. It is (without trying to sound overly dramatic) a matter of life and death. In this very moment, when the world and the church needs thoughtful Christian leaders more than ever, Christian colleges and universities are increasingly less understood and valued by the church, and increasingly more under threat by the political and legal realities of federal and state governments.

So how are we, at Houghton College, stewarding this kingdom responsibility of accountability and assessment?

We certainly owe it to the Christian community to make the case for Christian higher education in the face of Christian causes that seem so much more urgent (e.g. evangelism, hunger, extreme

poverty). And we also owe it to the Christian community, since the burden for Christian higher education may well fall increasingly on the church, should federal and state employment requirements and student loan requirements threaten the viability of Christian colleges and universities.

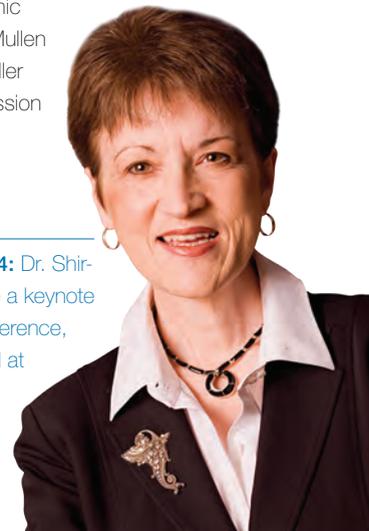
In the past two years, we have developed an institutional strategic map that identifies our key mission, vision, and objectives. This is different from previous strategic efforts in five fundamental respects:

1. It is linked to a “balanced score card” that connects our objectives to performance measures that are regularly monitored by president’s staff.
2. The institutional objectives are tied to specific implementation plans in each administrative area of the college.
3. The “balanced score card” ensures that the plan is dynamic and allows for ongoing alignment of resources in order to achieve the most important mission objectives.
4. The plan focuses ongoing discussion and ensures transparency among all sectors of institutional governance: our sponsoring denomination, the Board of Trustees, the administration, and the faculty.
5. The plan addresses both those aspects of the college’s operation that are more easily quantifiable (e.g. admissions conversion rates from enquiries to applications) and those that are less so (e.g. compelling curriculum; faculty and staff development for mission).

This new approach has already focused and strengthened the teamwork of our president’s staff. It has shaped the agendas of our trustee and faculty meetings. The true test is its ability to ensure simultaneously both clarity of mission and economic sustainability for the long haul. For the sake of the kingdom, we are committed to passing this test! ●

**DR. SHIRLEY A. MULLEN** is in her seventh year as president of Houghton College, Houghton, New York. She came to Houghton after 18 years as professor of history and five years as chief academic officer at Westmont College. Mullen serves on boards including Fuller Theological Seminary, Commission on Independent Colleges and Universities, and the National Association of Evangelicals.

 **CLA DALLAS 2014:** Dr. Shirley A. Mullen will be a keynote speaker at CLA’s national conference, April 14–16. Register to attend at [CLAConference.org](http://CLAConference.org).



# Now We Know!

## How effective is your ministry?

IF YOU WERE ASKED WHY your organization exists, what would you answer?

As a Christian ministry, your answer would likely point to meeting spiritual needs and addressing human needs — demonstrating and declaring the love of Jesus in word and deed to advance the kingdom of God.

Certainly, you would detail the important, “good works” your organization accomplishes.

Now, just imagine it is a potential donor who asks you that question. And the follow-up question is this: “How effective is your ministry? Are you succeeding?”

As the leader responsible for the results of the organization, can you provide the definitive information that will assure the donor that if he/she invests funds in your ministry, the outcomes achieved will make a positive impact for the kingdom?

The first reason for measuring organizational outcomes is for our donors. Are they not our shareholders? How can we do the important kingdom work without their support?

Increasingly, they are asking for outcome-based measures proving that the organization is accomplishing its mission. In the Burk Donor Survey for 2013 (formerly known as the Cygnus Donor Survey), one important change in the way that donors determine their giving relates to favoring not-for-profits that provide measurable results.

According to the Burk Donor Survey: “Measurable results are, simply, the evidence that donors need in order to be confident that their contributions are accomplishing something worthwhile. When transmitted to donors, this is the information that inspires them to give again and influences some to give more generously. More than anything else, the provision of measurable results before asking donors to give again, increases fundraising profit.”

The second reason for measuring ministry outcomes is for the benefit of the organization in continuously improving the effectiveness of the work and the results.

Six years ago at Haggai Institute, we started discussing outcome-based evaluation and how we might initiate measuring our results.

We train qualified Christian leaders from developing countries in evangelism for the purpose of reaching the world with the gospel of Jesus Christ. Each one commits to training at least 100 others to do the same. Now in our 45th year of ministry, over 92,000 alumni are evangelizing in 186 countries.

As I had just accepted the position of COO for the Institute, I was still learning about the process of training and the expectations for the leaders when they returned to their own nations. I had many questions, and the dialogue about what we would measure was insightful!

The conversation revolved around the alumni work when they return home as a possibility for measurement. One of my colleagues explained, “When they get home, they train 100 others in evangelism within two years, as well as share the gospel with others.”

My question may have come off as a bit brusque to those around the table, but I simply had to ask, “Do they really train 100 others, or is this just the story we are telling ourselves? And, how many people have professed faith in Christ as a result of their evangelistic work?”

Many alumni reported stories about the numbers trained and testified to conversions. Strong anecdotal data, to be sure, but no actual statistical data across the entire population of the leaders trained.

To substantiate the reports, we needed a research model that would provide a consistent, over-time measurement of training impact. Designing a research model requires a specific skill set, which we simply did not have within our organization. We were blessed to find Dr. Paul Penley of Excellence In Giving to design, pilot, and implement measures to assess how we were doing.

Twenty-two months into the outcome measurement process, the data generated has provided invaluable feedback to improve the effectiveness of our training processes. The bottom line: outcome measurement can lead to important organizational capacity building, significantly increasing program and process effectiveness.

Finally, a major benefit of measuring outcomes is simply the conversation among the executives of the organization, leading to envisioning new, strategic possibilities. Opportunities abound that we simply may not see when we are in the day-to-day routine of the work that we do. The data provides information sparking “what if” thinking that results in seizing opportunities to expand the work we are doing, while improving the outcomes achieved.

By the way, the alumni were:

- Training at least 100 others
- Presenting the gospel to many
- Leading people to accept Jesus as their Savior and Lord
- Raising funds to support evangelism in their nations — in fact, 1,277 alumni raised \$35,000,000 in the last two years!

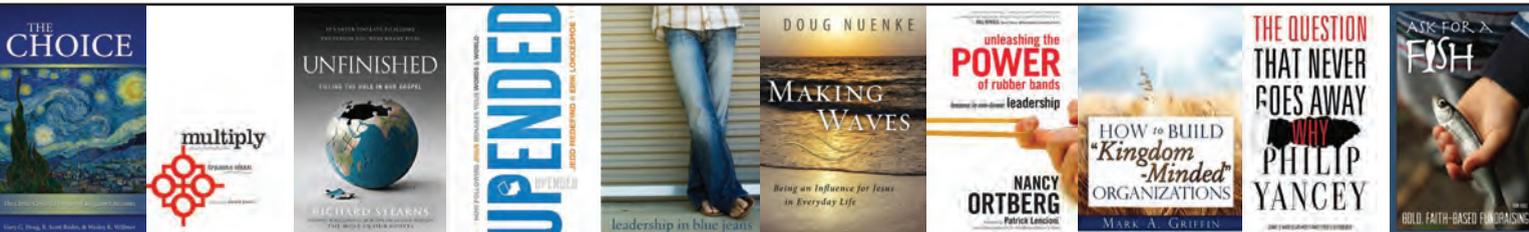
Now we know! ●

**DR. BEV UPTON** is the managing director/COO of Haggai Institute. Bev holds a doctorate in organizational and human resource development from Vanderbilt University. Prior to coming to Haggai Institute, she had her own consulting firm with more than 25 years of experience partnering with leaders, teams, and organizations to increase their effectiveness in achieving business results.



**CLA DALLAS 2014:** Don't miss the information-packed full-day ITI seminar by Dr. Bev Upton and Dr. Paul Penley, entitled “How to Measure Ministry Outcomes.” Dr. Upton will also speak at the CLA Conference “CEO Forum.” To register visit ([CLAConference.org](http://CLAConference.org)).





## Books to Consider ...

Great insights on the pursuit of kingdom outcomes

EACH OF THESE BOOKS was authored by a speaker or faculty member who will present at CLA Dallas 2014, April 14–16. Our onsite conference bookstore will feature books by CLA keynotes and faculty, along with opportunities to meet the authors.

### **THE CHOICE: The Christ-Centered Pursuit of Kingdom Outcomes**

By Gary G. Hoag, R. Scott Rodin and Wesley K. Willmer (ECFAPress, 2014)

*The Choice* will be featured at CLA's "Kingdom Outcomes" conference. ECFA's Dan Busby says: "*The Choice* addresses a critical yet unexamined presupposition related to ministry today — defining success. Hoag, Rodin and Willmer identify the current situation, suggest how we got here, and outline practical, formational insights for life and leadership. The principles embedded in this book provide a Christ-centered path for pursuing kingdom outcomes."

### **MULTIPLY: Disciples Making Disciples**

By Francis Chan with Mark Beuving (David C Cook, 2012)

In *Multiply: Disciples Making Disciples*, Francis Chan and Mark Beuving show you how the joy of living your life with Christ in front of others can be restored. You'll discover the confidence and encouragement you need to step out in faith and make disciples out of the people that God has placed in your life.

### **UNFINISHED: Filling the Hole in Our Gospel**

By Richard Stearns (Thomas Nelson, 2013)

If you've ever wondered where you fit in the bigger story that God is writing, you're not alone. *Unfinished*, a book by World Vision president Rich Stearns, invites you on a thought-provoking journey to rediscover your calling to live out the whole gospel — and find the meaning, purpose, and significance for which you have longed.

### **UPENDED: How Following Jesus Remakes Your Words & World** By Jedd Medefind & Erik Lokkesmoe (Passio, 2012)

*Upended* invites followers of Jesus to apprenticeship to Jesus — particularly in the choices that shape our lives more than any other: how we communicate and connect. Join this exhilarating exploration of the often overlooked, often over-simplified character of Jesus and his unparalleled way as a communicator. Study, learn, echo, and embrace the ways of the Master.

### **LEADERSHIP IN BLUE JEANS**

By Tom Atema (Believers Press, 2010)

In this down to earth leadership book, Tom Atema shares perspective gained from working with four main mentors in his life: his father, Jack Wyrzten, Billy Graham, and John C. Maxwell. Atema shares the core leadership lessons that each of these men has taught him, in hopes of encouraging you in your own leadership journey.

### **MAKING WAVES: Being an Influence for Jesus in Everyday LIFE**

By Doug Nuenke (NavPress, 2011)

Escape from this uncertainty and discover your divinely directed destiny. As followers of Christ, we have a deep need to know our God-designed purpose and live it out. Doug Nuenke, U.S. president of The Navigators, writes that our purpose as believers is to be recipients and conduits of God's grace and transforming work in our lives.

### **UNLEASHING THE POWER OF RUBBER BANDS: Lessons in Non-Linear Leadership**

By Nancy Ortberg (Tyndale House, 2008)

This engaging and insightful book examines the qualities, attributes and non-tangibles that transform ordinary leaders

into extraordinary ones. Ortberg's unique, unorthodox, and wonderfully imaginative approach to vision casting, managing tensions, nurturing conflict, and motivating those above, around, and below you will stretch and inspire even the most seasoned leaders.

### **HOW TO BUILD KINGDOM-MINDED ORGANIZATIONS**

By Mark A. Griffin (Mark A. Griffin, 2012)

In this book author, speaker, and accomplished HR consultant Mark A. Griffin gives Christian leaders encouragement in building values-led organizations during these difficult economic times. He brings a wealth of insight to this book from more than 20 years of HR experience at both Fortune 500 (Kodak, Quaker Oats, and Merck) and small and mid-sized companies.

### **THE QUESTION THAT NEVER GOES AWAY: Why?**

By Philip Yancey (Zondervan, 2014)

Where is God? Whether it's a tsunami in Japan, a siege in Bosnia, a gunman attacking school children in Connecticut, or the Boston Marathon bombers, Philip Yancey's question from *Where Is God When It Hurts* never loses relevancy. In *The Question That Never Goes Away* he again leads us to find faith when it is most severely tested.

### **ASK FOR A FISH: Bold, Faith-Based Fundraising**

By Ron Haas (Ron Haas, 2013)

Fundraising is sometimes described as "fishing" for donors, but the fishing metaphor is misleading. Instead of fishing, a better analogy for fundraising can be seen in Jesus' lesson about prayer in Luke 11:9–13. In this book veteran development professional Haas shares insights on a better way of fundraising that reflects the values of Jesus.

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A directory of CLA Gold and Platinum level members

Listings for members are current as of January 27, 2014

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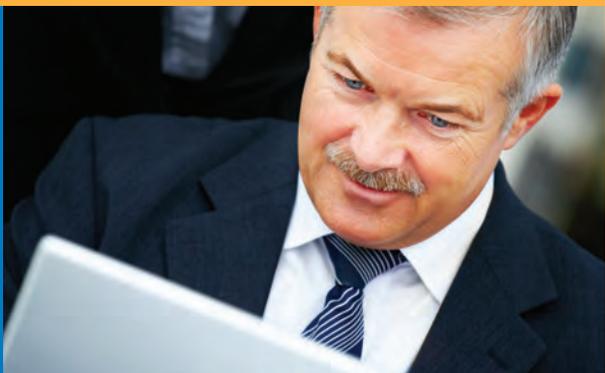
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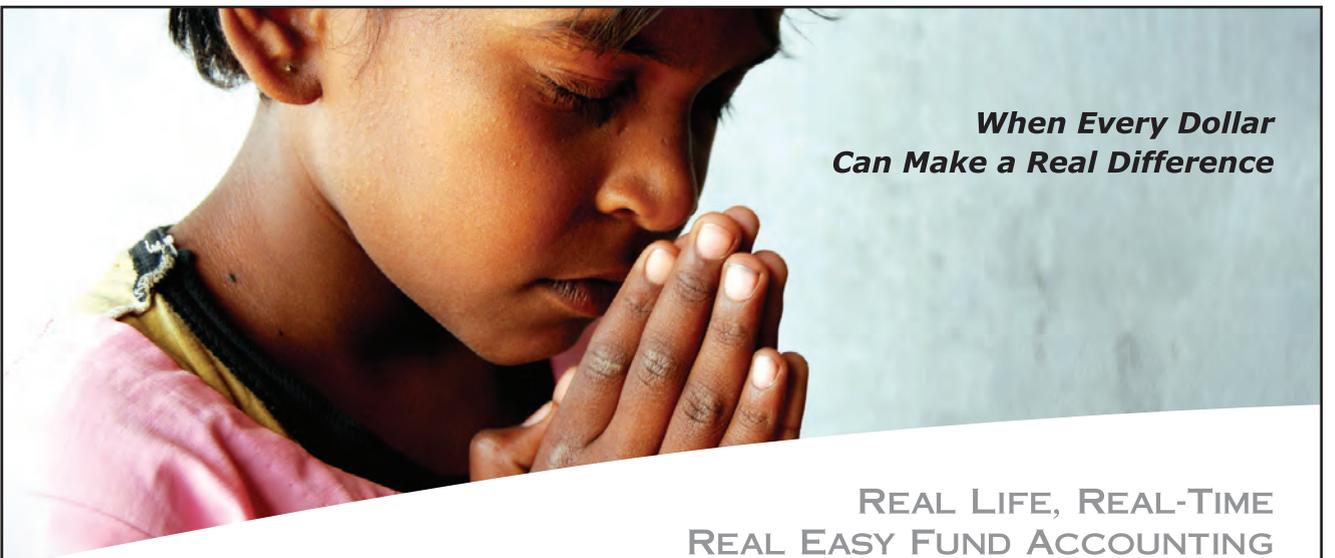
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# Kingdom Metrics

## Measuring ministry outcomes

WHEN BRIDGETTE'S SPONSORS received an updated photo of her from El Salvador, they were concerned. Bridgette's picture was sullen and serious. This wasn't the same little girl whose winsome smile and hands-on-the-hips confidence had won their hearts in her original sponsorship picture.

They contacted Compassion. Were bad things happening to Bridgette? Could Compassion's staff investigate? After all, the whole idea of sponsoring Bridgette was to merge her onto a road out of poverty. This picture appeared as if she had exited.

These sponsors had expectations. Though they might not use the language that we in Christian ministry employ, they were actually asking, "What are the outcomes in Bridgette's life? How is Compassion monitoring the results of ministry for her?"

The answer to "What are the kingdom outcomes?" is one all of us in ministry should be able to articulate clearly. Even though Bridgette is just one of nearly 1.5 million children being sponsored through Compassion's holistic child development program, she is individually known, loved, and protected. The metrics of her life are known. And that's critical.

Mission statements in behalf of the kingdom are noble. Kingdom goals are inspiring. But kingdom outcomes — well, they change everything. It's not enough for Compassion, or any ministry, to espouse a noble ministry vision if there aren't metrics that point to kingdom outcomes as a result. And we can't confuse activity with results either.

Outcomes are the difference between a vision-inspiring speech that fires up the staff and demonstrated results that change lives. Outcomes are the proof texts of kingdom values.

For Compassion, this has meant developing a global child development curriculum contextualized for age and cultural appropriateness. Best of all, it's measurable.

For Bridgette, like all Compassion-assisted children, a Christian holistic child development curriculum invests in four robust life outcomes:

1. Her health practices and physical health;
2. Her progress toward becoming economically self-supporting, including the pivotal accomplishment of completing school;
3. Her social skills that enable her to interact with others in healthy and compassionate ways, and
4. Helping her understand Jesus Christ and his role in her life.

Each of these outcomes is informed by life indicators that point to progress or to the need for growth. And each indicator is measured and tracked. Go into any Compassion child development center and you'll see shelves of binders. Each one is a firsthand statistical biography of a child in that center's care.

The outcomes and indicators drive the activities and lesson plans in which Bridgette will participate. All of this is strengthened by time. Depending on the country and age, a Compassion-assisted child will spend a minimum of 40 weeks a year and four to eight hours a week under the watchful care of staff and volunteers who make personal life investments in each assigned participant.

Kingdom outcomes for Compassion's slice of God's kingdom means that we invest, nurture, monitor and measure, not on an aggregate level, but on an individual child level.

That's the benefit of outcomes. They are the real-time measures of progress toward noble, life changing goals.

What's more, it is the kind of accountability for which donors, and in our case, sponsors are hungry. Christians who give to ministry want to make a difference. They want to give back to God a bit of what he has provided to them. We owe them our best accounting of the outcomes for the kingdom in which they have invested.

So how about your supporters? Do they know the impacts they are making? Do they know the deeper metrics of your ministry that demonstrate progress toward kingdom outcomes? I believe these are the questions supporters will be asking with ever-increasing frequency.

Shortly after Bridgette's sponsor contacted Compassion, a field memo flashed to El Salvador. Compassion staff talked to the team at Bridgette's child development center — including Bridgette herself. As it turns out, Bridgette had worn her best dress the day of the photo and was a bit anxious about it. They examined her file and discussed her overall progress and needs.

What the sponsor received was a report, not just on her picture but a report on Bridgette — a right-then, real-time accounting. And they received another photo of Bridgette as she looks most every day. A smiling little girl in her child development center t-shirt, athletic pants and sneakers. Bridgette was back. ●

**MARK HANLON** is senior vice president of global marketing & engagement for Compassion International. He has honed a life-long passion to see the poor grow out of poverty and for the Church to play her pivotal role in the process. (Compassion.com)

 **CLA Dallas 2014: Mark Hanlon** will be a keynote speaker at CLA Dallas 2014 "Kingdom Outcomes" conference. April 14–16. To register visit (CLAConference.org).



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