

HIGHER THINKING

Outcomes

THE MAGAZINE OF CHRISTIAN LEADERSHIP ALLIANCE

YOUR NEXT CEO

Managing a ministry's most important leadership transition

BRIDGING GENERATIONS

Spanning the workplace generational divide

LEADING IN DIGITAL BABYLON

Living faithfully in a new digitally-rich world

A close-up portrait of Billy Burnett, a middle-aged Black man with a friendly smile, wearing a dark grey suit, white shirt, and a patterned tie. He is the central focus of the cover.

Equipping Leaders

Joni and Friends'
Billy Burnett on creating
a lifelong learning culture

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Outcomes

Summer 2013

Vol. 37, NO. 2

Equipping Leaders

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Equipping Leaders

CHRISTIAN LEADERSHIP ALLIANCE equips and unites leaders to transform the world for Jesus Christ. We seek to build the body of Christ by building the people Christ calls to leadership. We do that by providing transformative, biblically-based, higher thinking that helps leaders to grow personally and professionally.

Equipping leaders is the focus of this edition of *Outcomes*. You will hear from frontline leaders from organizations like Focus on the Family, The Gideons International, Prison Fellowship Ministries, Joni and Friends, RBC Ministries, and more. We explore critical topics like bridging the workplace generational divide, planning for your next CEO, embracing mentoring, saying "I do" to workplace conflict, using HR metrics to transform your ministry, leading in a new digitally-rich world, retaining your rising stars, and more!

As I reflect on my own professional journey, I'm deeply thankful for those who have intentionally invested time, talent, and wisdom to equip me for leadership. I think of my mentor who serves with The Navigators. We've been meeting for meaningful weekly breakfasts for more than a decade. I recall supervisors in government and nonprofits who took the time to encourage me to recognize, grow, and utilize my God-given skills and talents. I appreciate employers who invested in advanced testing to help me understand my unique design while embracing vocational strengths. And I'm blessed today to be part of CLA, an organization recognized as a Best Christian Workplace.

It is our dream here at CLA that all employees in Christian organizations will likewise be fully equipped for a lifetime of service as the leaders God designed them to be.

W. Scott Brown



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Outcomes

PUBLISHER Christian Leadership Alliance

EDITOR IN CHIEF W. Scott Brown

DESIGNER Elizabeth Krogwold

SPECIAL PROJECTS Suzy West

ADVERTISING SALES Carl Dunn

COPY EDITOR Brenda J. Hansen

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Jones Publishing Inc.



**CHRISTIAN LEADERSHIP
ALLIANCE**

PRESIDENT/CEO Tami Heim

VP, COMMUNICATIONS/

LIFELONG LEARNING W. Scott Brown

VP, OPERATIONS/FINANCE Suzy West

CHAIRMAN OF THE BOARD John Reynolds

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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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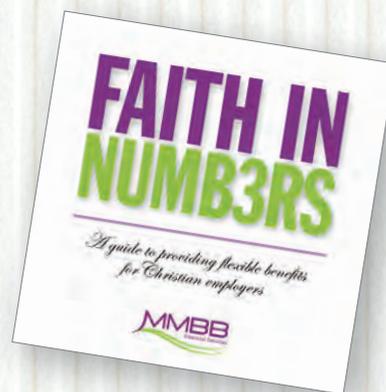
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Equipping Leaders

Joni and Friends' Billy Burnett on creating a lifelong learning culture

CLA PRESIDENT AND CEO TAMI HEIM recently interviewed Billy Burnett, Executive Vice President and Chief Financial Officer of Joni and Friends.

Burnett has contributed significantly to both the financial success and workplace environment of Joni and Friends. His leadership helped to result in Joni and Friends being ranked as the number one "Best Christian Workplace" in organizations having less than 120 staff. They also rank in the top six percent of best fiscally managed nonprofits in the country.

As a member of Christian Leadership Alliance's (CLA) national Advisory Council, Burnett serves in the Financial Management track. He has also received designation as a CLA Credentialed Christian Nonprofit Leader (CCNL).

During his career, Burnett has held significant engineering and management positions in the aerospace industry. He made meaningful contributions to a number of military and commercial programs such as Skylab, B1 Bomber, Apache Helicopters, F15, NASA Shuttles, and numerous commercial aircraft.

Burnett graduated with a B.S. from California State University and a MBA from Pepperdine University. He is also a licensed pastor. He and his wife Shirley have two adult children and three grandchildren.

Joni and Friends has been amazingly consistent as a Best Christian Workplace. What three key things have helped your leadership team build this vibrant culture?

The Best Christian Workplaces Institute has been instrumental in helping us become better leaders and therefore have a better organization. Doug Mazza (our president) and I have partnered for 14 years, but the past eight to ten years have had the most impact. We have worked intentionally in three key areas: leadership, communication, and environment.

We understand that "authentic leadership" (CLA's 2013 conference theme) is one of the most important things a staff seeks. They look for leaders who are caring and compassionate. We're not leading widgets or mechanical processes. We're leading people.

They want us to communicate vision. It is vital to be authentic leaders who bring emotional intelligence to workforce communication. One thing that has really helped us is connecting the dots between our mission, our vision, and our values. We show team members, on a continual basis, how important their roles are to ensuring that our mission, vision, and values are connected. We remind ourselves why we wake up every morning to serve God and one another.

We also want an environment that is a platform for success. People want to be successful, to grow, and to feel valued. So we've created a platform for internal recognition. We've got something called "Standing Ovation" that our folks love. We've introduced new staff training. We offer recognition and mobility. Our team knows that this is a place where they can achieve success. They can move from one level to another. As the ministry grows they grow as well.

How are you building and equipping your leaders?

Through the Best Christian Workplaces assessment (we have been a "Best Christian Workplace" since 2006) we know how we are *really* doing, as opposed to how we *think* we're doing. That's helpful.

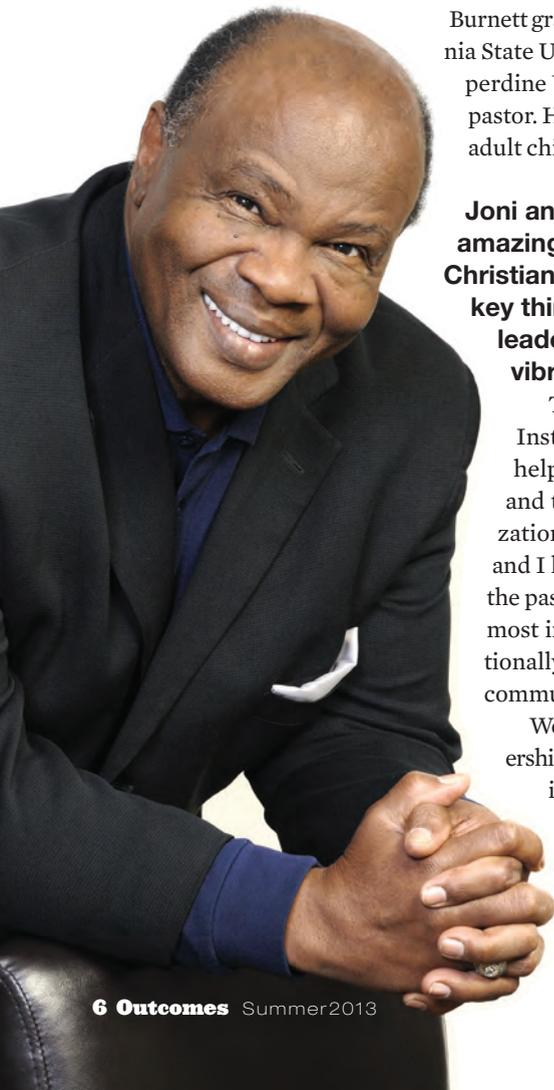
Actually, I can't laud CLA enough. Our leaders at Joni and Friends love *Outcomes* magazine. A number of millennial generation people work with us now. They love *Outcomes* and CLA's discussion about generational leadership. It really has an impact. So we're getting them to CLA classes, to the conference. We enlarged our CLA membership to get more staff involved. We're very intentional about training our people.

What are keys to equipping the next generation to take the mantle of leadership?

We baby boomers struggle with how to take wisdom imparted to us and pass that on to up-and-coming leaders. I just celebrated my 67th birthday, so I'm as "boomerized" as can be. One struggle is that their perspective and leadership methodology are different from ours. We don't see us in them.

Their time and season are different from ours. I'm learning to model leadership, but to trust them to lead, just as others trusted us. That means not focusing on methodology. Methods change. They're dynamic. Our goal should be imparting ongoing leadership imperatives like keeping the mission the mission, and maintaining alignment. Those concepts work across the centuries.

As a leader I'm learning to stop criticizing, and to pay attention to who these younger leaders coming up are. They see the world differently, but their passion for serving is the same as mine. So what do I have to give them? I offer things that remain: enduring biblical principles — the legacy pieces of our lives.



They can take that and shape methods meaningful to their generation.

We are very intentional about succession planning here at Joni and Friends.

As a CFO you're passionate about fiscal stewardship, right?

Yes. My passions are leadership and sound fiscal stewardship. I actually have two roles at Joni and Friends. As executive vice president I'm concerned with a 360-degree perspective on all organizational leadership areas. As CFO, I'm dedicated to sound fiscal stewardship. It's one of the most important things for every organization.

There are three things I need to lead an organization in a sound fiscal manner: a Bible, a budget, and a barometer. The Bible says we live by faith. Habakkuk 2:4 and Hebrews 10:38 talk about being people of faith. Proverbs talks about making and being diligent with plans. So having a budget is important. In Luke 12:56, Jesus talks about discerning the time. We need a barometer. Look around you. Notice what's happening. Discern the times. How are your donors doing? What is the economic outlook? What are the issues they're facing? Look at Congress. What is it talking about? Our partnership with ECFA is also extraordinarily important.

My abiding philosophy is: be people of faith, plan well, and discern the time. Often leaders think simple faith will make everything happen. That takes God for granted. Not having a strong fiscal policy is a recipe for ruin. Having a good fiscal policy is not a lack of faith; it is a hedge against failure. The Bible talks about storehouses. Joseph was a planner and administrator. God gave him a vision for a storehouse for weathering storms.

I'm passionate about good stewardship. Sound fiscal policy is one of its most vibrant forms. Over the past 12 years at Joni and Friends, we have not had a single negative year of income over expenses. That's because we plan, execute, and trust God. We submit the plan to God. We submit it to our board. Oversight is important. An organization can't have enough sound fiscal policy.

What has becoming a CLA Credentialed Christian Nonprofit Leader (CCNL) meant for you?

Here's what it does for me, and for anyone serious about lifelong learning. I call them the four C's: capacity, confirmation, connection, and convenience. I'm intentional about finding themes like that; it's my industrial engineering background coming through.

It increased my *capacity* to lead. It's not enough to be compassionate and desire to be a good leader. Being equipped to lead effectively is critical. That requires practical tools. Through CLA I build capacity. One of the most powerful and impacting courses I have taken, in any educational platform, is Dr. Randal Dick's

CLA Online Academy module on governance. I use it every day. It taught about aligning mission, vision, and values with what you're doing. That is critical for good leadership.

The next is *confirmation*. CLA classes have confirmed for me that Joni and Friends is utilizing best practices in leading across generations, in engaging donors, and in teaching our staff at each stage of their leadership.

My passions are leadership and sound fiscal stewardship.

And then there's *connection*. Through CLA I've developed a lifelong network of friendships with other learners. I've been able to help friends gained through CCNL. I've gone back to my office, and shared processes we've learned, in order to assist them. That's what we should be doing. That networking has helped us.

And then, finally there is *convenience*. We live busy lives as leaders. For me the convenience that CLA's Online Academy offered was awesome. I was able to have a busy life, yet complete courses to reach my credential. At CLA we're providing great ways for people to learn to lead for today and tomorrow.

What message on leadership would you hope to transmit to the next generation?

A few years ago during a contemplative period, I noted abiding principles that shape my leadership perspective: faith, focus, fortitude, and flexibility.

First, the Lord expects us to be people of *faith* — in God, in ourselves, and in others. Just look at the standard Jesus set. He had faith in his Father. He knew what he was called to do, and had faith that he would accomplish his mission. He had faith in himself. He knew who he was, how he was made. He understood himself. He had faith in others. His mission on earth began with "follow me, and I will make," and it ended as he gave them the mission: "you go, and you make." Faith in others is extraordinarily important. Being able to delegate and trust.

The next is *focus*. Keep the mission the mission. One of the secrets to Joni and Friends' success is that in spite of many other meaningful opportunities we stay focused on our unique calling.

We must also have *fortitude*. Things change quickly in this world. What you expect might not happen, or become delayed. God tells us to be strong and of good courage. We can't be moved by every wind, or new doctrine, that comes along. We've got to be certain that we're where God wants us, and have fortitude.

And then finally, we need *flexibility*. Things don't always happen the way you want. God may bring you new opportunities. That's why good fiscal management is vital. As God brings new opportunities, you're able to launch them. At Joni and Friends, through the leadership of our founder Joni Eareckson Tada, our president Doug Mazza, and our board, we remain flexible.

Those are the things I would say to young leaders, and to seasoned leaders like me. ●

Learn more at (joniandfriends.org)

Leading Generation Y

Lessons I've learned along the way

SEVERAL WEEKS AGO, I watched our young staff at Growing Leaders — the nonprofit organization I help lead — host a large event for educators. It was rewarding to see them embody our core values, serving with excellence. I smiled inside as I reflected on learning to lead them and modeling the way. It's been one of my great joys to invest in the college interns and twenty-somethings on our team. It has also been one of my most significant challenges. They've forced me to rethink how I communicate, coach, and lead.

Generation Y (young people born between 1984 and 2002) is a growing part of today's workforce. To position your ministry or nonprofit for continued success you must recruit, hire, train, and mentor these emerging leaders. But you can't do it the way you've always done it.

They grew up in a culture that exposed them to a lot of information and experiences, yet allowed them to be relationally lazy. They're eager to discover their life purpose and do meaningful work aligned with their strengths and passions, but struggle with discipline and tenacity for job success. However, this emerging generation can add great value to our teams if we engage them and become leaders they can trust.

Here are a few Gen Y leadership lessons I've learned along the way:

- 1. BE HONEST AND AUTHENTIC.** Generation Y wants honesty. We aren't doing them a favor if we only offer praise, but don't give specific feedback on how they can improve. It's important to offer continuous feedback. If we wait or overlook things short of our standard of excellence, it causes frustration in us and underperformance in our young staff. My team knows I will point out where they need to improve. Praise then holds more weight, because they know I only say it if I mean it.
- 2. EXPLAIN WHY.** In our organization, the youngest team members are responsible for some pretty un-glamorous tasks. They ship resources, stock inventory, do data entry, and other administrative tasks. So I work hard to make sure they see how shipping a resource to a school impacts the development of hundreds of children. If I slow down and explain the "why," I get much better buy-in from the team.
- 3. HELP THEM DISCOVER THEIR STRENGTHS.** The next generation is hungry to use their skills and passions in a career. One of the most significant things I do as a leader is help our young staff discover and exercise their strengths and gifts. Too often, veteran leaders don't want to give up control of projects and tasks. But we're only hurting ourselves in the long run. Gen Y won't stay in situations where they aren't allowed to grow and expand their wings. This past year, I

made a decision to let two young team members be the primary leaders on an important project. Did they make mistakes? Yes. Did it take longer to complete? Yes. Would I do it again? Yes. They learned valuable lessons about their strengths and weaknesses and are stronger for the process.

- 4. LET THEM FEEL THE WEIGHT AND CONSEQUENCES OF POOR DECISIONS.** Several years ago, I began to notice an intern's bad work habits. This was his first post-college work experience. I talked with him, giving specific examples of behavior that needed to change, and casting vision for how he could contribute to the team. But he didn't take my words to heart, and refused to make changes. So, I fired him. He was stunned. I don't think he thought that could ever happen. Years later, he reached out to the president of our organization and said that experience was extremely valuable. He learned a lesson about work ethic that stuck with him, and he is more prepared for ministry.

- 5. BE INTENTIONAL ABOUT PROVIDING LEARNING OPPORTUNITIES.** We put a high value on personal growth, and I think that is especially appreciated by our youngest team members. Every Monday, we meet over lunch discussing topics to build a strong, educated, and equipped team. Our interns are expected to read specific books. We set times for them to meet individually with board members or other leaders in the community. They take trips with our team to expose them to new experiences and people. Every minute we invest in their personal growth is time well spent.

This emerging generation is full of passion and possibility. Let's learn to lead them well. ●

HOLLY MOORE is the vice president of Growing Leaders, a nonprofit organization providing leadership training for the next generation. The Growing Leaders team serves over 6,000 schools, universities, churches, nonprofit organizations, and businesses around the U.S. and the world. She is responsible for all operations, marketing, sales, and development initiatives. (GrowingLeaders.com)



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Wayne Pederson, President and CEO
HCJB Global
Colorado Springs, CO

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Emerging Talent

How the best Christian workplaces engage emerging leaders

FOR THE PAST 10 YEARS, AL LOPUS, as president and cofounder of the Best Christian Workplaces Institute (BCWI), has been conducting the Best Christian Workplaces Survey. This 58-question, broad-based human resources survey compiles data on people practices and the way they're experienced in Christian workplaces. Lopus and his organization have surveyed over 500 different Christian organizations in that period of time, administering over 120,000 individual surveys to measure the health of Christian workplaces. *Outcomes* spoke with Lopus to get his take on how the best Christian workplaces can recruit, develop, and engage emerging leaders.

What is keeping ministries from being the best Christian workplaces they could be?

The biggest challenge I see is that they are one-dimensional. The good news is they are serving the people their mission says they should serve. Yet they're burning their people out in the process. I believe it's scriptural that the people will grow in their faith when they are serving for a Christian purpose. That means leaders need to be shepherds or stewards of their talent. Being stewards of their staff first allows for them to then be effective in ministry. I see leaders who are just completely missing the point, and not spending any effort in developing, building up, or being a good steward of their talent, so that they can then serve those whom they are called to serve.

What are the best practices of organizations that rise to the top as Best Christian workplaces?

First, they discover the level of health in their culture as a ministry. Our survey defines four levels of health: toxic, critical moment, healthy, and flourishing. Our research says there is a model for healthy, flourishing workplaces. Here are some key factors: (1) People clearly have a personal call and passion for serving the organization; (2) There is a trustworthy, transparent culture; (3) Talent management and review is a big part of the process; (4) There is a high impact strategy, executed effectively; (5) Staff involvement in innovation is part of the culture; (6) Authentic Christian leadership is present; (7) There is meaningful job development; (8) The organization provides for the financial well-being for all of their staff; and (9) The organization has cohesive teams.

INTERVIEW WITH AL LOPUS

How can a workplace nurture a culture of lifelong learning?

It needs to become an intentional priority in the organization. But more importantly, organizations have to identify their high-potential, high-performing emerging leaders and create a customized development plan for each of them. Many Christian organizations are realizing the importance of performance management and having regular reviews. And that is becoming more important for emerging leaders than it is for baby-boom leaders because emerging leaders, due to social media, are used to feedback on a regular basis. They desire more feedback than boomers might have wanted. An annual performance review is hardly effective for emerging leaders; they want feedback on a regular basis.

What qualities are emerging leaders looking for in ministries?

They want to see an authentic ministry — a ministry that is truly living out their calling and purpose. They want to do that in a transparent, trustworthy culture, where they are walking the talk. They also want the ministry to have a high-impact strategy for meeting the needs of those they serve — they need to know they are working together to make a big difference in the area in which that ministry is called to serve.

Milestones

APPOINTED JIM MELLADO, as President/CEO of Compassion International. Mellado spent the past 20 years as president of the Willow Creek Association. Mellado replaces Dr. Wess Stafford, who is retiring after 35 years with the organization.

APPOINTED JIM OH, as Executive Director/CEO of the Lausanne Movement. He replaces Rev. S. Douglas Birdsall, who accepted the position of president of the American Bible Society. Oh previously served as president and founder of Christ Bible Seminary in Nagoya, Japan. He will remain in Japan.

DIED MARGUERITE BONNEMA, the last living cofounder of Bethany Christian Services (BCS), in February, just days before her 100th birthday. BCS, America's largest adoption agency, provides family preservation, counseling, and adoption services in more than 30 states across the U.S.

HEADLINES:

CLA Offers Great Ways to Connect with Christian Leaders

Christian Leadership Alliance offers today's Christian leaders numerous ways to connect with other leaders and provides continued assistance in building their competency as Christian nonprofit leaders.

- **CLA Website** – Check out CLA's new and improved Website! It is our premier digital footprint, and is our primary source for up-to-date information and upcoming events. (www.ChristianLeadershipAlliance.org)

- **CLA Blog** – CLA's new Blog (Sponsored by ECFA and BCWI) offers another way that we can be an insightful Christian leadership presence in the daily lives of members and the world at large. We want this to be a tool to daily coach, inspire, and challenge Christian leaders on their journey. (Sign up at: blog.christianleadershipalliance.org)

- **Christian Leadership Alliance Daily Electronic Paper** – This digital paper aggregates CLA-identified Twitter and RSS feeds. Published daily, it has the potential to reach hundreds of thousands of people in a 24-hour period. (Sign up at: www.ChristianLeadershipAlliance.org/paper)

SCORECARD

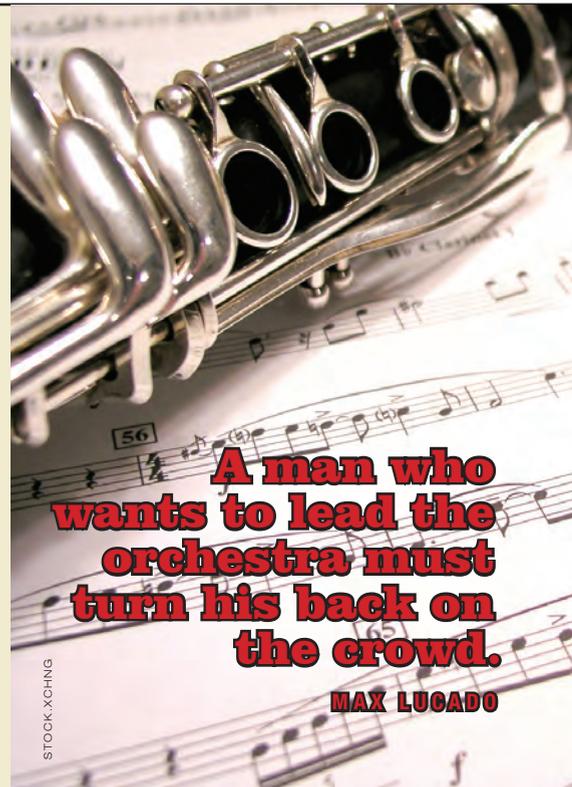
FAITH-BASED GIVING RISES IN 2012

The Charitable Giving Report, which combines findings from The Blackbaud Index of Charitable Giving and The Blackbaud Index of Online Giving, analyzes 24 months of overall giving data from 3,144 nonprofit organizations representing \$7.9 billion in total fundraising. Giving to faith-based nonprofits is on the rise, more than any other sector, and the 6.1 percent increase helped lift overall giving by a total of 1.7 percent over 2011. In 2012, online giving accounted for 7 percent of all charitable giving, and was up 10.7 percent over 2011 totals. Online giving was not calculated for faith-based organizations because this group is not considered representative of the full spectrum of faith-based organizations raising funds online at this time.

RELIGIOUS AFFILIATION

Sector	Overall Giving Trend	Online Giving Trend (percent)
International Affairs	-4.7	+1.1
Healthcare	-3.4	+6.6
Human Services	-1.2	+15.7
Public/Society Benefit	-5	+17.1
Arts/Culture	+1.5	+10.9
Environment/Animal Welfare	+1.6	+5.3
Education	+1.9	+17.9
Faith Based	+6.	n/a

For more information on this study, go to <https://www.blackbaud.com/files/resources/downloads/2012.CharitableGivingReport.pdf>



A man who wants to lead the orchestra must turn his back on the crowd.

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The latest ministry news and trends

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Study Shows Child Sponsorship Works

An independent, peer-reviewed, study led by University of San Francisco economics and international-studies professor Bruce Wydick, published in the University of Chicago’s *Journal of Political Economy*, explored child sponsorship and the impact it has through the course of a sponsored child’s life. Researchers looked at 10,144 adults in six countries sponsored through Compassion International between 1980 and 1992 and found that compared to their peers, sponsored children were more likely to graduate both secondary school and college, have salaried employment, and become leaders in their communities and churches.

The reports showed that sponsorship also helps equalize opportunities for boys and girls: “In countries where baseline schooling is higher for boys, child sponsorship tends to have a bigger impact on girls; where it is higher for girls, it has a bigger impact on boys.”

The Compassion model, in which a foreign sponsor sends \$38 per month to help cover the food, housing, and education costs for a child in a developing country, currently reaches 1.4 million children in 26 countries across the globe. While other organizations, including World Vision, Plan USA, and Save the Children, also operate child sponsorship programs, they were not included in the study because they “use funding given in the name of a sponsored child more broadly to create village-level public goods” and as a result are “less-targeted nature” and “more difficult to assess.”

New Face in the White House

The Obama administration appointed Melissa Rogers as director of the Office of Faith-based and Neighborhood Partnerships to replace outgoing director Joshua DuBois, who held the post during the president’s first term and resigned in February. Rogers is a senior fellow at the Brookings Institution (a D.C. think tank), and director of the Center for Religion and Public Affairs at Wake Forest University Divinity School. Prior to that she directed the Pew Forum on Religion and Public

Life. The Office of Faith-based and Neighborhood Partnerships “works to form partnerships between the Federal Government and faith-based and neighborhood organizations to more effectively serve Americans in need.”

Leaders of many faith-based organizations lauded the selection of Rogers, praising her professional track record as well as her strong personal faith. Institutional Religious Freedom Alliance (IRFA) president Stanley Carlson-Thies also praised Rogers, but noted that faith-based organizations might be concerned about her “view that their right to hire on a religious basis should be limited in any program they operate using government funds. Such a universal limit would be unprecedented and would cause many of the government’s current and most-valued service partners to have to walk away.”

Outgoing director DuBois said of the appointment, “Under the leadership of President Obama and Melissa Rogers, faith-based and nonprofit organizations around the country will have stalwart allies in the White House, and will be able to expand their partnership with government on behalf of people in need.”



Your Next CEO

Managing a ministry's
most important
leadership transition

By David J. Gyertson



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PERHAPS NO EVENT IN AN ORGANIZATION'S LIFE cycle is filled with a greater sense of both expectation, as well as angst, than the transition of senior leadership. The departure of the chief executive officer presents unique opportunities and challenges: opportunities to evaluate and re-engineer the vision of the institution, and challenges of ensuring continuity and viability of current operations and future services. There is a heightened level of uncertainty about the future when a CEO leaves, even under the best of circumstances.

This particularly is true for faith-based organizations that depend heavily on senior leadership for vision, direction, operations, communications, and fundraising. The CEO usually is the face of the organization as well as the catalyst for fulfilling its mission. These organizations can take on the personality of the senior leader in a way that is more defining than in most

other settings. Perhaps it is the need for a “divine call,” or the realities that such organizations usually require leaders of conviction, commitment, and sacrifice that makes the CEO role of a faith-based nonprofit so pivotal.

TRANSITION REALITIES

Rapidly changing demographics, demands for enhanced accountability, and the uncertain economy make finding effective leaders difficult. The tenure of nonprofit CEOs appears to be shortening due to the unrelenting demands of fundraising and budget management, the complexity of regulations governing charities, and increasing litigation initiated by employees and clientele.

The imminent retirement of perhaps as many as 60 percent of senior leadership within the next three to five years adds to the challenge. While some may stay on, most should be encouraged to retire in order to make a place for potentially better-equipped specialists. All of these factors mean that faith-based organizations must be engaged more intentionally in succession planning and transition management.

SUCCESSION PLANNING VERSUS TRANSITION MANAGEMENT

While most industries employ succession-planning strategies, faith-based organizations are limited in this area. Many are hampered in their ability to groom the next generation due to budget cutbacks that have reduced middle management ranks — the place from which senior executives usually rise. Also, most leaders are consumed with multiple demands leaving little time or energy to invest in mentoring successors. And governing boards may be hesitant to push for succession planning, concerned that it sends a lack of confidence message to their current leadership. Finally, for faith-based organizations, succession planning can seem too secular when most believe that ultimately God calls and equips the leadership that their organization needs.

TRANSITION MANAGEMENT – A UNIQUE AND PROVIDENTIAL OPPORTUNITY

Despite the challenges to formal succession planning, intentionally orchestrating the leadership transition can re-energize vision, refine mission, assess current conditions, re-engineer structures, strategically reallocate resources and deploy the best people needed for the next season of ministry effectiveness. While formal succession planning should be encouraged, we focus here on the concept of *transition management*. The senior leadership change provides a unique opportunity to assess the organization's current viability and enhance its future impact. Well-managed transitions focus on the “fit” between the organization's current needs and future opportunities with the skill sets, experiences, and dispositions of the next leader.

THE CENTRAL ROLE OF GOVERNING BOARDS

One of the important factors in transition management is the role of the governing board. Transitions provide an opportunity to refine governance and define the relationship with the CEO. Accountability is critical for effective leadership.

When mission-drift, operational dysfunction, or other crises occur, the causes often can be traced to the unclear relationships between the governing board's expectations and its CEO's implementations. The governing board is legally, morally and functionally responsible for superintending the organization's mission and programs, as well as the personnel and procedures needed to achieve them.

Faith-based organizations often have a limited understanding of the health of their enterprise.

Boards are recognizing that they must be more pro-active legally, morally, ethically, and operationally. While CEOs carry the primary responsibilities for implementing the mission, boards must strengthen their explicit duties — as defined by accrediting, certifying, best practices, and governmental requirements — as well as their implicit promise to hold in trust the mission and integrity of the organization on behalf of its stakeholders. Serving as “stewards of the calling,” is the highest responsibility of a faith-based, nonprofit board.

However, there is a tendency of faith-based boards not to closely manage their CEOs. In some cases there is a theological resistance to “touching God's anointed” feeling that the leader was brought to the organization by a “divine call,” so close supervision is not appropriate. In some faith-based organizations, the boards consist of the personal confidants of the CEO making it difficult to exercise the oversight required. Boards also recognize that their leaders are serving sacrificially so tend to make allowances for leadership idiosyncrasies. And board members only are able to donate limited time to the challenging tasks of oversight. Finally, many CEO's discourage such oversight making it difficult for their boards to govern responsibly.

Unfortunately, boards sometimes do not know their institutions well enough to select and guide the next leader. In a managed transition, among the first questions a board should ask are: “Do we have a clear and viable vision we need a CEO to fulfill?” or “Do we need a CEO to help us find a clear and viable vision?” The next should be; “Do we fully understand the current conditions and future opportunities we need our new leader to address?” Often boards prematurely initiate search processes before fully answering these questions.

Boards must assume a greater role in the direction of their organizations. Rather than “reviewing and commenting,” and then either “approving or rejecting,” boards must “guide, govern, and monitor” in order to fulfill their stewardship obligations. What follows are four key questions that, when answered, can assist a faith-based organization to effect a well-managed transition.

HOW EFFECTIVE IS THE BOARD'S LEADERSHIP?

In a transition, faith-based boards need to pay special attention to those elements that speak specifically to mission, organizational core values, fiscal viability, program effectiveness, and executive limitations — all of which influence leadership success. Before launching a search, boards should discuss several governance essentials including:

- Statements of organizational vision and institutional mission
- Core values that guide the organization in fulfillment of its stated mission and implied promises
- Clarification of the moral owners to whom the organization is accountable and a description of the organization's beneficiaries
- Major functions as well as the primary strategies used to serve its beneficiaries
- A summary of short and long-term goals to achieve objectives and the monitoring tools to measure success
- A clear policy to guide the process of CEO search, selection, and transition — whenever and however the need for a new CEO occurs

Since most crises occur because of a lack of clarity about expectations for, and agreed upon objectives with, the CEO, the thoughtful delineation of executive leadership expectations, limitations, and operating parameters should be a major component of assessing governing effectiveness in preparation for a new leader.

WHAT IS OUR CURRENT REALITY?

Faith-based organizations often have a limited understanding of the health of their enterprise. It is essential to understand and monitor the key performance indicators that measure the current condition of the organization before beginning the CEO search. Too many new leaders are surprised when critical threats to organizational viability unexpectedly surface. Frequently the desire to paint the best picture in recruiting candidates results in an inaccurate assessment of the organization and its leadership needs.

Elements of a thorough analysis should include: (1) a comprehensive review of the past three years of audits to identify critical trends; (2) a review of professional practice benchmarks — particularly those related to quality, marketability, and sustainability; and (3) an accurate assessment of how effective the organization is in delivering on its missional promises.

WHO DO WE NEED TO LEAD US?

Based on the answer to the question, “Do we need someone to fulfill our vision or someone to help clarify and refine our vision?” the organization next can define the qualities and skill sets needed in the next leader. Since broad ownership of the selection process is helpful for the new leader's success, it is advisable for key constituents to participate in recommending the qualifications they feel are necessary for the next CEO. Some qualities to be considered include:

- Strategic resource management
- Openness to accountability
- Entrepreneurship
- Collaboration and team development

- Change management expertise
- Effective communications
- Cross-cultural awareness
- Strong Board partnerships
- A passion for the core values and stated mission of the organization
- Servant-leadership orientation that puts the organization's mission above personal desires, needs, and preferences

One of the important factors in transition management is the role of the governing board.

Using these as a baseline, an organization can create a list of the specific skill sets, corporate culture distinctions, leadership style, and executive experiences required of its next leader. Every organization has a distinctive culture that new leadership must embrace. Whether it is a theological underpinning, operational style, or specialized service niche, the organization must understand these factors in the development of the “ideal leader profile” to ensure the best fit.

WHERE IS OUR NEXT LEADER?

The organization now makes the decision to either deploy a self-directed search process or employ an external firm to conduct the search. If done by an external search firm, the average CEO search for faith-based nonprofits can cost between 50 percent and 100 percent of the CEO's first-year salary. However, self-directed searches can be equal in cost when board and staff time is fully factored.

Self-directed searches require board members willing to volunteer substantial time to the process. Self-directed searches usually require a full time staff person and half time for the search committee chair along with substantial institutional support. In light of the actual costs, more faith-based organizations are choosing to outsource the search to a reliable agency in order to get the breadth of potential candidates needed to meet the established profile in a reasonable period of time.

Sometimes there are internal candidates interested in becoming the CEO. While promotion from inside is sometimes perceived as less risky, a full search should be implemented as a means to validate the results. The selected candidate needs this affirmation to confirm that they are the best qualified among those considered.

It may be advisable to appoint an interim CEO to help resolve outstanding weaknesses and issues, so the next CEO can move the organization forward.

An interim may also be helpful when replacing a long term, beloved, and “heroic” leader — particularly a founder. Sometimes a little distance between the “hero” and the next long-term leader allows sufficient time for the organization to adjust. Interims also are helpful when replacing a fallen leader — particularly if the failure was ethical or moral in nature.

These policies facilitate a proactive rather (than a) reactive response to CEO departures. Whether due to untimely resignations, performance shortfalls, debilitating health, or death, it may be advisable to employ an interim rather than rush the replacement process. As noted, it is important to have board policies in place well in advance to guide how CEO transitions will be handled. These policies facilitate a proactive rather reactive response to CEO departures, no matter when and how they occur.

A FUTURE OF PROMISE

Perhaps at no other time has the effectiveness of faith-based institutions been more needed. Key to that effectiveness is the quality, performance, and commitments of the next generation of leaders. Given the accelerated rate of turnover, as well as the limited pool of qualified candidates, proactively preparing for and managing leadership transitions must become a higher priority for these organizations. Without a vision the people perish, but without the visionary there is no compelling vision. May the Lord, who raises up and equips leaders, guide as you seek that CEO whom he is calling to your organization for such important times as these. ●

DR. DAVID GYERTSON is headmaster of Maranatha High School in Pasadena, California. He has been president of three Christian Universities. Previously he was Distinguished Professor of Leadership Formation and Renewal at Regent University. Gyertson holds the Ph.D. in Higher Education from Michigan State University. David also serves as a transition consultant for the Dingman Company, a retained executive search firm specializing in faith-based nonprofit organizations. Learn more at (dingman.com).



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A LIFELONG LEARNING CULTURE

FOCUS ON THE FAMILY SHARES INSIGHT ON EQUIPPING FUTURE LEADERS. By Michele Wilson

I HAVE HAD THE PRIVILEGE OF SERVING in Focus on the Family's Human Resources department for more than 12 years now (and counting!), and during that time our team has made significant strides in the art of recruiting, identifying, and equipping future leaders for the ministry. At a time when many Christian organizations are facing a "leadership gap" as the baby boom generation nears retirement, I believe Focus on the Family is well-positioned and equipped to avoid that pitfall. We continue to be proactive in the development of future leaders.

Last year, after a period of intense research, reflection, and prayer, Focus launched a pilot program to mentor new employees. This program was designed to offer a full range of benefits to the ministry such as increased loyalty/commitment, decreased turnover, and accelerated staff development. Even beyond that, mentoring partners experienced increased job satisfaction, greater professional competence, and networking opportunities. And

mentors experienced satisfaction, fulfillment, increased productivity, enhanced creativity, and the joy of developing others.

The response to the pilot program was overwhelmingly positive. In a follow-up survey, a full 85 percent of participants were either "very satisfied" or "extremely satisfied" with their experience in the mentoring program. In addition, 94 percent of our staff mentors indicated that they would be interested in mentoring again in the future.

Our mentoring partners gave their mentors high marks for listening; for serving as a source of wisdom, ministry insights, and resources; for offering a personal and caring connection; for being encouraging; and for sharing freely from their own experiences. The survey was an uplifting sign that we're "on the right track" when it comes to developing future leaders, and as a result, we're working to further refine and expand the mentoring program in the months and years ahead.

LEADERS AS LEARNERS

The Roman philosopher Seneca once wrote, “People learn while they teach.” In other words, those who are charged with leadership and mentoring must never forget that they still have more to learn. My husband Mick, and I saw this principle in action during our years on the mission field.

At one point, we arrived in a small German village with very limited knowledge of the German language. Our young son and daughter were placed in German schools and had to pick up language skills as they went along. While it was tough for a while as we endeavored to comprehend and apprehend the German language, this arrangement leveled the playing field considerably when it came to our relationships with the German-speaking people around us. With our need to speak German facing us daily, we intentionally put ourselves in a learner role — asking for help from our neighbors and trying out our newly learned German vocabulary, while asking for correction. A humbling experience for sure. As our relationships grew, so did our opportunity for ministry. We earned the right to be heard only after we were willing to learn from those we came to serve.

At Focus on the Family, we have made every effort to incorporate this same perspective into our mentoring program. Even as our mentors endeavor to educate and inspire their mentoring partners, they know that there is much they can learn in return. This attitude of being a learner is vital to the relationship. This helps newer employees feel empowered and valued as members of the team. And this approach is not limited only to our mentoring program.

Throughout the ministry, we’re committed to a cross-functional team model in which each team member feels heard and respected. One practical expression of this might be a standard meeting set-up in which all participants sit in a semi-circle, rather than having the “leader” behind the podium talking down to everyone else. Our leadership team is committed to the free exchange of ideas and input, rather than the strict imposition of ideas and dictums from the top down. This makes every member of the team feel respected.

BUILDING A LEARNING CULTURE

In order to maintain this dynamic, we’re aware of the need to identify committed, invested individuals during the hiring process. Creating an organizational culture of lifelong learning will be impossible if team members are not committed to the mission. That is why our Recruitment Department created a list of “6 C’s” — six attributes that we look for in each new hire or prospective team member. If any of these areas is lacking during the interview process, we seriously reconsider whether the potential employee is compatible with Focus on the Family’s mission and culture. Here, in a nutshell, are our “6 C’s”:

1. Calling — Does the team member have a strong Christian walk? Do potential managers and executive team members have an awareness of their personal purpose and a sense of their calling specifically to Focus on the Family? (Eph. 2:10)

2. Character — Will the team member sign our statement of faith, and does his or her references and background check reflect strong character? Do management and executive candidates demonstrate personal and spiritual maturity? (Gal. 5:22)

Creating an organizational culture of lifelong learning will be impossible if team members are not committed to the mission.

3. Competence — Is the candidate teachable, with adequate knowledge, skills, and experience? Do management and executive candidates display both demonstrated and proven levels of experience? (2 Cor. 3:5)

4. Compatibility — Will the candidate be a good fit for the team? Does he or she have a reasonable awareness of the organization? Do management and executive candidates have knowledge, even intimate knowledge, of Focus? (1 Cor. 12:14, 18)

5. Convictions — Does the potential team member agree with a basic Christian worldview? Do management and executive candidates have a deeper knowledge of, and passion for, that same worldview? (Psalm 119:31)

6. Compensation — Are prospective team members in agreement with the ministry’s compensation and benefits package? (1 Tim. 6:6-11, 17)

Candidates who rank high in each of these “6 C’s” stand the best chance of making excellent Focus on the Family team members. And because the criteria for each category become more rigorous for management and executive-level positions, we feel confident that team members who demonstrate the “6 C’s” will fit well with our organization’s commitment to lifelong learning in the professional and ministerial settings. Again, team members who are already invested in and committed to the mission and values of the organization are those who make the best mentors and the best learners.

When it comes to cultivating the next generation of leadership here at Focus on the Family, the future looks bright. I believe that God’s plan — his story — is often carried forward by strong leaders. We see this repeatedly in the Bible. We can learn from those examples, not only those found in Scripture but throughout history, and take inspiration from them.

My passion is to identify and help develop the next generation of leaders — the gifted men and women who will help lead Focus on the Family further into the 21st century with humility, vision, and character. It’s exciting and fulfilling to be a part of this process. ●

MICHELE WILSON is the senior vice president of Human Resources for Focus on the Family. She has served with Focus since 2001. Previously, she spent six years at David C. Cook and 19 years as a missionary with her husband Mick. Wilson has a Masters in Biblical Counseling from Colorado Christian University, a SPHR certification, and serves on the Board of OC International. (focusonthefamily.com)

Mentoring

The secret to unleashing the talent on your team

By **Liz Selzer**

Mentoring is a powerful tool for developing your staff and, ultimately, your ministry. This is especially true when jobs are tight and people are being asked to take on more tasks and step into more roles. The organizations I have worked with on mentoring have seen dramatic improvements in their workforce, such as increased employee engagement, reduced turnover, better organizational communication, increased motivation, and growth in the appreciation of peoples' strengths that leads to higher organizational performance. /// Mentoring does not need to be a complicated process or program. In fact, within certain parameters and given good preparation, it is one of the most basic, organic forms of training available. Through the encouragement mentoring provides, your staff members are more engaged; they see that their efforts matter; and they are happy to be moving forward professionally. Mentoring allows their passion for their work to surface in powerful ways, opening up opportunities for creativity and innovation.///

Mentoring can be effective in any work context. It can be done across distance; with all generations, genders, and global cultures; and with all skill levels. Mentoring literally creates an exponential knowledge expansion and limitless skill development opportunities, expanding your ministry and God's reach in critical ways.

THE BENEFITS OF MENTORING

In a successful mentoring program, it is important for everyone involved to buy in to the program wholeheartedly. To do this, everyone involved should understand and believe in the benefits of participating. Some of these key benefits are listed below.

FOR THE MENTOR:

- Reinforces accomplishments
- Expands sphere of influence
- Enhances communication and people skills
- Provides a way to reciprocate or "give back"
- Promotes leaving a legacy
- Allows the opportunity to share learning and accrued wisdom
- Creates focused investment in the life of another and in ministry in general
- Increases personal satisfaction of making a difference

FOR THE MENTEE:

- Increases confidence
- Expands sphere of influence
- Enhances communication and decision-making skills
- Improves time management and career development
- Reduces burnout by helping people find an integrated work and life balance
- Helps work through ambiguity and constantly changing environments
- Offers quick education on organizational culture, skills, and attitudes
- Promotes visibility
- Creates feeling of being valued

FOR YOUR MINISTRY:

- Gives a recruiting edge through exposure to organizations and a sense of community
- Increases participation and engagement of staff
- Manages stress and change while promoting higher productivity
- Aligns the ministry's goals with personal goals of the employees (which may also help garner support for new organizational initiatives and transitions)
- Improves motivation
- Raises productivity through specific goal setting
- Reduces turnover and enhances satisfaction
- Enhances communication
- Reduces organizational "silos" (divisions within an organization)



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- Provides a faster and more robust transfer of knowledge and skills
- Provides for better succession planning
- Promotes organizational mission identity
- Offers inclusion through more positive relationships within a diverse organizational culture

MENTORING IMPACT

A 2008 study by Noble Business Solutions reported that the internal challenges businesses experience had to do with human resources more than corporate systems — motivation, developing



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MENTORING

the next generation of leaders, the sense of team, and other human capital issues. They also assert that having a great, positive team is a huge competitive advantage since people issues so often get in the way of forward progress. (Business Challenges, 2008 Survey, Noble Business Solutions)

And according to a 2008 doctoral study by Lily Benavides at the University of San Francisco, *The Impact of Executive Coaching on the Organizational Performance of Female Executives*, training dollars were best spent in conjunction with mentoring, because the return on this investment in training was six times the actual dollars spent – well worth the effort because of the potential for impact on personal, professional, and ministry development.

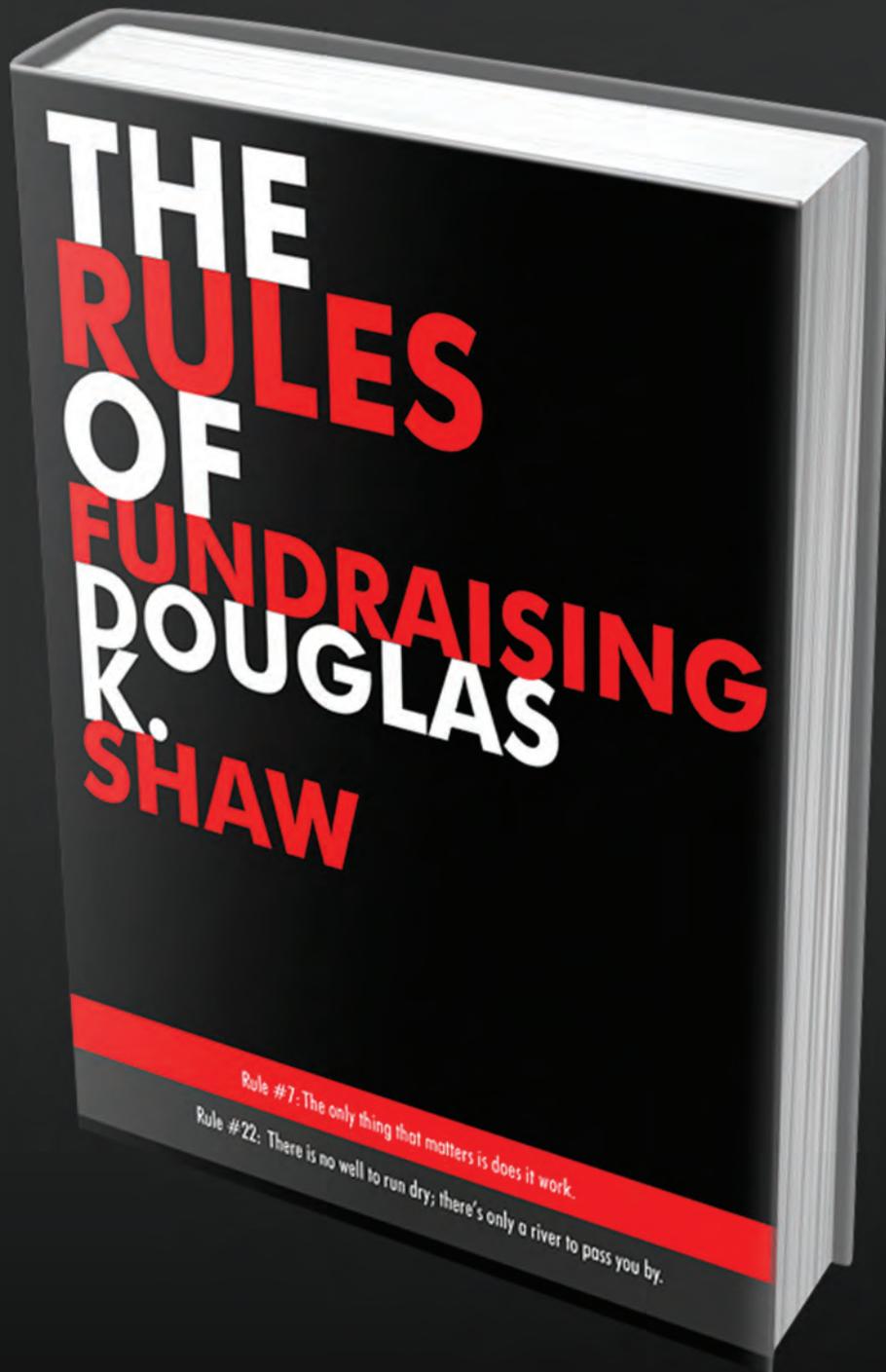
It seems that mentoring is a critical tool for developing people in organizations. Knowing this, what exactly is mentoring? There are a number of definitions out there. One that I have found helpful is this:

Mentoring is a reciprocal and collaborative learning relationship between two (or more) individuals who share mutual responsibility and accountability for helping a mentee work toward achievement of spiritually integrated, clear, and mutually-defined learning goals.

SPOTLIGHT: NETWORK OF INTERNATIONAL CHRISTIAN SCHOOLS (NICS)

NICS came to me, concerned that they wanted their staff to feel valued on a deeper level, not only to reduce turnover but to encourage their staff to grow and develop to be all God envisions for them as participants in his ministry. Representing schools all across the globe (Kabul to La Paz, Seoul to Accra) they needed something simple but powerful that translated into many cultural environments: mentoring. Because there were not enough “seasoned” mentors to cover all of the staff, we instituted a “reciprocal” mentoring initiative that allowed all to participate, each staff member mentoring and being mentored. The results have been very encouraging as their desire to stay, their increased professional and personal growth, and their deepened respect for people different from them has impacted the schools in a measurable way.

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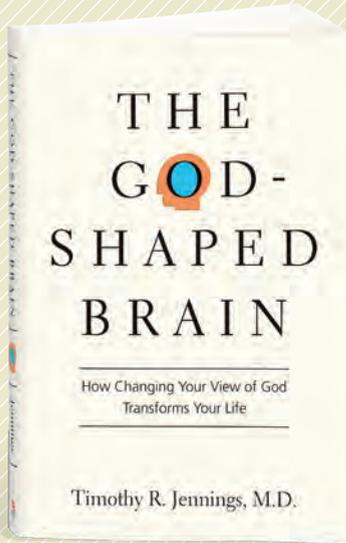


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—**BRAD COLE, M.D.**, director of neuroscience education, Loma Linda University School of Medicine

BASIC MENTORING SKILLS

I have found that five basic skills, if practiced by both mentors and mentees, help the mentoring relationship operate much more smoothly. I have trained on five continents (soon to be six), and have found these five skills translate across all types of diversity. At the most basic level, these skills are about respect and appreciation for your mentoring partner. I will describe them briefly:

1. LISTEN EFFECTIVELY

The first skill is listening effectively. Listening — truly giving others our full attention — is one of the greatest things you can do for others. Mentors and mentees must both listen actively to form the basis of the relationship.

2. BUILD TRUST

The second skill is building trust. Trust is the basis on which growth and learning occur. Without it, mentoring relationships are crippled and will most likely be ineffective. You must establish a strong relationship first, and that will support the challenges that may surface later.

3. DEVELOP GROWTH PLANS AND SET STRATEGIC GOALS

The third skill is strategic goal setting and well-thought-out growth plans. If goals are not set, it is difficult to ascertain whether the program was beneficial for the individuals and the organization beyond the positive evaluation of a relationship that went well.

4. GIVE FEEDBACK

The fourth skill is giving feedback, both encouraging and corrective. Without feedback, it is difficult to move forward and make needed adjustments in our behavior.

5. INSPIRE

The final basic mentoring skill is "inspiring" your mentee. You can never underestimate the importance of inspiration for both the mentor and the mentee. Inspiring ignites passion, and passion is the fuel that propels people forward and binds them together in ministry.

WORKING WITH DIVERSE STAFF

"What we see depends on what we look for." —John Lubbock

How differences are handled in your ministry sends a clear message to your

staff regarding how they are valued for their unique contributions. Mentoring is the strongest way to work through the differences that may be causing problems, distracting from ministry.

Mentoring builds bridges. The connections fostered through mentoring relationships promote mutual tolerance and appreciation. Other people are no longer just strangers, but rather people into whom you have invested time and effort. You come to know them on a personal level, and have begun to build mutual respect, short-circuiting divisiveness. The result is that your ministry can benefit from the diversity in staff members, using the differences to work synergistically, promoting a safe place for creative thought and spurring innovation as varied perspectives are honored, listened to, and acted upon.

SO WHAT? WHY MENTORING WILL MAKE A DIFFERENCE FOR YOUR ORGANIZATION.

Mentoring is a key strategy for staff development. It is simple, uses current resources, and most people can be trained in it very easily. Mentoring is a wise way to develop people when funds are tight. The benefits for supporting a mentoring program are numerous, affecting employee engagement, productivity, knowledge transfer and growth, communication, recruiting, retention, succession, brand identity, and appreciation of diversity.

Mentoring can bridge differences between people by developing respect and understanding through relationship. It promotes a learning culture where differences are seen as an avenue for exponential learning, resulting in creativity and growth that appreciating differences fosters. When diversity is celebrated, destructive conflict is discouraged and positive appreciation of God's creative work in individuals is encouraged. Different perspectives can create synergies that are not possible with homogeneous "group think." The resulting increase in creativity and practical innovation is a strong path to effective ministry in today's rapidly changing world. ●

Dr. Liz Selzer is the president and CEO of Mentor Leadership team (mentorleadershipteam.com) and the author of *3G Mentoring*. She writes, speaks and trains on mentoring in the nonprofit and for-profit sectors.

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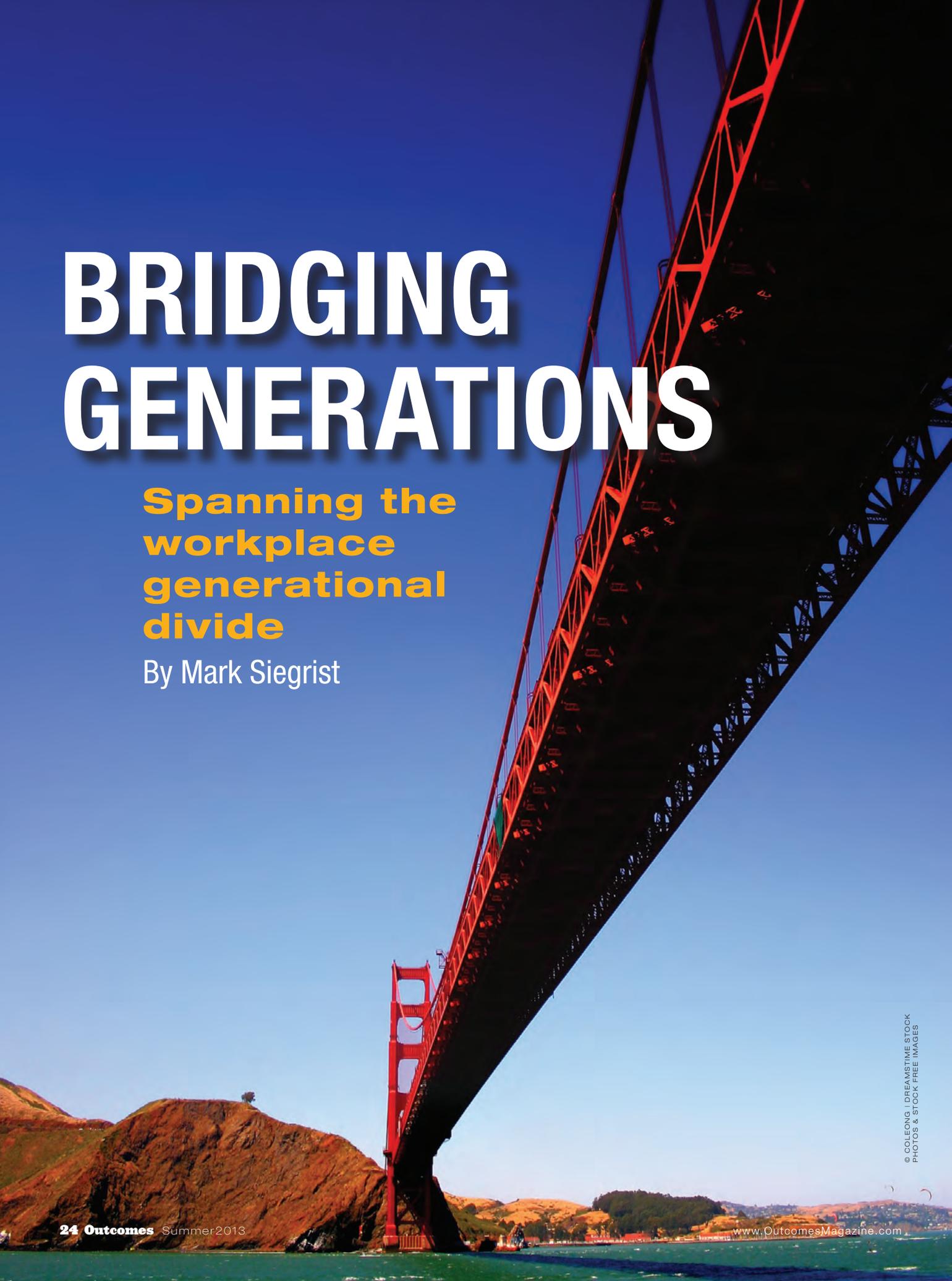
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BRIDGING GENERATIONS

**Spanning the
workplace
generational
divide**

By Mark Siegrist

RECENTLY, I JOINED SEVERAL COLLEAGUES for lunch at Chipotle. While waiting in line, I noticed we were the oldest people there. After sitting down, I commented about this observation and someone in our group quickly responded, “The 20-somethings are taking over!”

My intention is to respond to several tensions pulling at various generational perspectives, as highlighted by that comment. As a boomer myself, I invite you to wrestle with my opinions as we improve our interactions with generational tension in the workplace.

ATTEMPTING TO TRY OUT LIFE:

The 85 Million 20-Something Millennials (Ages 12–31)

There will always be stories about someone’s kid sleeping on the basement couch till 2 p.m., but for the most part, my observation has been that millennials are attempting to try out life for the first time — and we need to let them.

My 21-year-old son is a great example. He’s a restaurant kitchen manager who started as a busboy. He came back home briefly but is eagerly independent, wanting to be on his own for the first time. All his friends have entry-level jobs, sharing apartments, and figuring out how to pay bills on time. Honestly, many of us had the same story and we tend to forget our modest beginnings.

This tendency to forget most often occurs when boomers describe the flaws of 20-somethings by putting the “entitled” label on this generation. I candidly say, “Boomers, get-over-it!” If boomers are to assist in leadership development of the next generation, then creating barriers by labeling won’t help. Actually, the real issue is “teach-ability” not “entitlement.”

Go back and remember your early 20s ... eager ... independent ... maybe not so teachable. My guess is you thought you had better insight than older generations. You were eager to be heard, enthusiastic about change, maybe even impatient with your approach.

It would be miserable to be 20-something and not have expectations; having no hope you could make any difference in the world. Would it have helped you to be labeled “entitled?” No, what helps young people is an older person finding the best in them and guiding them to achieve more.

ATTEMPTING TO FIND THEIR PLACE:

The 65.1 Million 30/40-Something Gen Xers (Ages 32–48)

Generally stated, members of Generation X (Gen Xers) are more established in life ... maybe married with kids or single parents and a mortgage or significant rent. Professionally, they may have their Master’s degree with eight, 10, or 12 years of experience in their field. They’re eager to use their knowledge and skill to influence top causes of organizations. They’ve been promoted to mid-management levels and boomer leaders see them as “keepers.”

From a Human Resources standpoint, does well-educated, enthusiastic, and eight years of experience demonstrate trustworthiness and consistency? Yes. Nevertheless, Gen Xer/boomer tensions still exist!

The tension is great and the solutions are far from being resolved. Gen Xers everywhere are attempting to find their place in life and they’re finding it very difficult. Many generational

Organizations that promote younger leadership from within have experienced this tension.

thought-leaders talk of Gen Xers as being sandwiched between the two larger generations (boomers/millennials).

OBSERVATIONS OF GENERATIONAL TENSION

This tension may be best demonstrated in a candid interview with a Gen Xer:

“There are some people who are lifers at the organization, and some who come and go within a couple of years. There’s the old generation that’s been there since the organization was founded, and there’s the new generation that comes in, stays a couple of years and then leaves. Personally I’m questioning how much longer I’m going to be involved ... not because of my commitment to the community [cause], but is there really an opportunity for me to make change there if the older generation isn’t willing to give up some of that power; give us a real voice?” *Working Across Generations*, by Frances Kunreuther, Helen Kim, and Bobby Rodriguez (Jossey-Bass, 2009)

Every time I’ve presented this talk, a Gen Xer will say, “This is describing me!”

The tension is built around the fact that boomers are showing longevity in their positions of organizational power. Again from the same book, the authors describe the situation:

“Boomers are less interested in the traditional idea of retirement. They want to keep doing, making a contribution, and having a role. This is especially true for those in nonprofits, where the work coincides with deeply held values of service and change.” *Working Across Generations*, (Jossey-Bass, 2009)

By no means am I indicating that boomers should leave; everyone has a place and calling. However, the tension is centered on middle management Gen Xers with eight years of experience who are looking for senior organizational influence but then realize it may be another 10 years before boomer leaders transition out. The Gen Xers, wanting to be influential in their work now, consider moving on to other opportunities. This tension becomes more apparent when boomers are surprised to hear that a “keeper” Gen Xer has resigned.

Organizations that promote younger leadership from within have experienced this tension. With the Gen Xer gone, instead of looking to “keepers” with eight to ten years of experience, now there’s only a pool of younger “keepers” with five years with the organization. Most likely millennials will think, “If leadership wasn’t ready to share top power with Gen Xers, then they certainly won’t give me a chance.” And with that, there’s another departure of young “keeper” millennials.

The irony is that in many organizations, boomer leaders

pride themselves in developing next generation leaders. Regardless, boomers convince themselves that it's their time for leadership and that the next generation will need to show patience.

CONTROL THE POWER ... CONTROL THE SOLUTION:

The 81.5 Million 50/60-Something Boomers (Ages 49-68)

The erratic come-and-go pattern of the 20-somethings absolutely drives boomers nuts! They see this as lacking commitment and maybe even disrespectful to the organization's leadership. The Gen Xers are looking for opportunities to make organizational change; however, the older generation isn't willing to give up that power. Boomers spontaneously respond, "Change things? We didn't hire you to change anything ... we've spent 15 years setting direction. We've hired you to carry out what we've set up."

Boomers control the power. If they're not in power, they're figuring out ways to get into power. Once in power, they're keeping it as long as they can.

By controlling the power, boomers also control the solution. Let's be clear, every generation wants to make change for the good, and boomers must provide a collaborative opportunity to release younger leaders to lead.

The solution is very simple. Invite core-loyal, committed employees — boomers, Gen Xers and older millennials — to the table of ongoing, shared organizational power. Empower each of them with an equal voice of influence ... an equal vote of decision ... an equal responsibility for the job to be done.

This is called "collaborative leadership." Collaboration is nothing new to boomers; in the 90s it was called "empowerment." It sounds simple, however collaboration may be confused with compliance by thinking, "If people are compliant, then they're collaborating." Nonetheless, it's at the core of the tension. That is to say, moving an organization from traditional "boss-centered leadership" (I'm the boss and you're not) to "collaborative leadership" is very challenging.

I think this quote captures the

imagination of collaboration for boomers and is a fitting way of challenging them to do it.

"Sure, being the Chief of Answers is fun. But being the conductor of co-creators is even more fun. Somewhat like jazz, collaborative leadership is a structured yet improvisational performance." *The New How*, by Nilofer Merchant (O'Reilly Media, 2010)

Younger leaders are expecting shared collaborative power. It's the most significant shift for 21st century thought-leaders and the key factor for recruiting and retaining the next generation of leaders.

Consider two stages in the process of developing young leaders:

1. Recognize that tension exists by having candid discussions leading to a response-plan.

Invite core-loyal, committed employees — boomers, Gen-Xers and older millennials — to discuss the organization's commitment to respond to generational tension in the workplace.

2. Look for ways to create a culture of "collaborative leadership" rather than a "boss-centered" model.

Boomers are responsible for carrying out a plan-of-action that builds a case for collaborative approaches to leadership where "teach-ability" is at the center — having the younger learning from the older, and the older learning from the younger.

If your organization isn't fully committed to rethinking who holds and shares the power of the decision structure, then your organization isn't genuinely committed to developing the next generations of leaders. It would be better not to state your commitment to young leaders than to say so and then, not do so! ●

MARK SIEGRIST is a public speaker and serves as the Director of Education for the Denver Rescue Mission. He's a certified facilitator with Franklin Covey content. He's taught various workshops for Christian Leadership Alliance conferences. Mark holds a Master's of Divinity degree and a Master of Arts in Business Management.

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About the 2013 Mixed-Asset Target 2025 Funds Award (three year): Classification averages are calculated with all eligible share classes for each eligible classification. The calculation periods extend over 36, 60 and 120 months. The highest Lipper Leader for Consistent Return (Effective Return) value within each eligible classification determines the fund classification winner over three, five or 10 years. The GuideStone MyDestination Fund 2025-GS4 won for the three-year period ended 11/30/2012. 92 funds were eligible for this award.



Measuring for Change

How HR metrics can transform your ministry

By Dan Wierenga

EARLY IN HIS MINISTRY, faced with increased questioning by religious leaders, Jesus tells a parable that likely resonated with some workers of his day: *“No one tears a piece out of a new garment to patch an old one. Otherwise, they will have torn the new garment, and the patch from the new will not match the old. And no one pours new wine into old wineskins. Otherwise, the new wine will burst the skins; the wine will run out and the wineskins will be ruined. No, new wine must be poured into new wineskins. And no one after drinking old wine wants the new, for they say, ‘The old is better.’”* (Luke 5:36-39).

After 25 years working in Human Resources (HR) management, exclusively with not-for-profit ministries, I can very much relate to a message conveyed through this parable: “Change is difficult!” It’s true both in our personal lives, and in the corporate life of our ministry organizations. How often have you and I heard words to the effect, “The old is better,” when presenting the need for change? And how often have I witnessed, and personally succumbed, to staying in a comfort zone, holding tight to the status quo, rather than electing to go through the difficult process of change?

RBC Ministries, where I serve as the Vice President of Work Culture and People Development, is in the midst of significant change. Founded in 1938, RBC faces the need to become increasingly digital in the distribution of its various print, audio, and video resources, requiring our veteran staff to be more innovative and agile through the adaptation of new technologies. RBC is also a growing global ministry, with more than half of its 1,400 employees and volunteers currently serving outside the United States. This requires our global staff to be more culturally intelligent and collaborative when communicating both with each other and with our constituents.

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WHAT ROLE DO HR MANAGERS PLAY IN SUPPORTING ORGANIZATIONAL CHANGE?

Within RBC, as my job title suggests, I am called to help develop — transform — work culture and people in order that the ministry might effectively carry out its stated mission: *“To make the life changing wisdom of the Bible understandable and accessible to all.”* Through recruiting, hiring, equipping, training, developing, engaging, supporting, and rewarding, a Human Resources manager is charged with guiding staff through systemic change and the challenges that go with it. Remaining static is not an option for us as Christians, nor is it for our ministry as we seek to be obedient to the command of the Great Commission.

WHERE TO START?

For me, a weirdly wired HR guy who enjoys working with people — as well as one who values and enjoys working with numbers — it starts with measurements, often referred to as metrics. Lord Kelvin (William Thompson), founder of the absolute zero temperature scale in the 1800s, said it this way, “If you cannot measure it, you cannot improve it.” Another engineer, Dr. H. James Harrington, a pioneer of process improvement in the 1950s, explained this concept further, “Measurement is the first step that leads to control and eventually to improvement. If you can’t measure something you can’t understand it. If you can’t understand it, you can’t control it. If you can’t control it, you can’t improve it.” Likely both men were aware of a phrase often quoted by carpenters: “Measure twice, cut once.” Clearly if you can’t measure what you are doing, you won’t know the outcomes and stewardship of your success.

“The Hawthorne Effect,” coined by Henry Landsberger in 1955, describes people improving a behavior being measured simply in response to the fact that it is being measured. This truth leads to another well-known quote attributed to Peter Drucker, “What gets measured, gets done.” Indeed sound metrics help hold us accountable both as individuals and as ministry organizations.

A good example of this is the *REVEAL MAP* developed through the Willow Creek Association. The *REVEAL MAP* is helping ministries to: *Measure* their spiritual reality, take *Action* on top ministry priorities, and track *Progress* in the lives of people. Reports indicate that churches and other ministries engaged in the *MAP* study have had positive results developing the effectiveness of their reach and work. The same can be said for the work of the Best Christian Workplaces Institute, a research-based organization providing staff assessment and ministry consulting services to help transform the health of Christian organizations.

WHAT TO MEASURE?

We use a variety of metrics at RBC Ministries to measure transformative change in our work culture and in our ministry effectiveness. Below are three in the HR arena that we are finding useful.

A good place to start is to begin with the end in mind. Ask first, “What outcomes do we want to achieve?” and then work backwards strategically to determine the metrics that will help drive and guide you to achieving these goals.

1. We conduct production analysis, measuring the number of employees working in various functional areas of our ministry, seeking, as Jim Collins puts it, *“To get the right people in the right seats on the bus.”* In the past five years our overall staffing levels have declined in the United States, while we added key positions in several developing areas of the ministry, including: Web design, digital printing, online ministries, and member services. This transition is being accomplished through strategically reducing staffing while bringing in new technology to enhance efficiencies in several areas of the ministry.

2. We measure the number and diversity of job applicants in our candidate pool as we seek to recruit, develop, and retain a diverse staff to enhance the thought, innovation, and cultural reach of our ministry. In the past two years we developed closer relationships with area colleges through a student internship program and have subsequently hired 75 percent of the young people who served

in this capacity. We also are conducting extensive hours of training in areas such as ministry ethos and values, leadership development, change management, behavioral styles, and cultural intelligence.

3. We measure the physical health of our staff through a voluntary incentive program that reduces health care premiums for employees who meet established health criteria — cholesterol, blood pressure, and Body Mass Index (BMI) levels. Through these incentives and measurements we are seeing good improvements in the health of our staff members, as we are promoting the physical, emotional, and spiritual health of our staff through various resources.

I could mention others, but suffice it to say that at RBC Ministries, we are on a journey toward continuous improvement for the sake of a mission far greater than ourselves. As we do so, the words of Jeremiah 29:11-14 go to the heart of our journey: *“For I know the plans I have for you,” declares the Lord, “plans to prosper you and not to harm you, plans to give you hope and a future. Then you will call on me and come and pray to me, and I will listen to you. You will seek me and find me when you seek me with all your heart. I will be found by you,” declares the Lord.*

In closing, I would be remiss if I did not cite my college friend and roommate; one who was not particularly fond of math. He enjoyed quoting Albert Einstein (who apparently was also not a great student) to say, “Not everything that can be counted counts, and not everything that counts can be counted.” While I cannot argue his point, measurements and metrics are a good place to start when seeking transformative change both in your personal life and in the life of your ministries. ●

Native to Grand Rapids, Michigan, **DAN WIERENGA** has a Business degree from Calvin College and a Master’s degree from the University of Michigan. In 2006, Dan joined RBC Ministries as Vice President of Work Culture and People Development. (RBC.org)

PERFORMANCE MANAGEMENT

A better way to grow and develop people

By Chad Carter

MY JOURNEY IN GROWING EMPLOYEES took a sudden turn just over 10 years ago. I was part of an aggressive business that was pulling together multiple businesses in the same industry, all in the name of “growth.” One of the companies we pursued turned the tables, and we found ourselves being acquired. I was shocked and had no idea what was in store. However, the Lord knew this was to be one of the best things to ever happen in my corporate career.

We experienced a dramatic change in the leadership in our organization. I was now with some of the brightest, healthiest, and most authentic leaders I had ever worked with. While we were not formally organized as — or promoted as — a Christian organization, virtually all of the values and interactions we practiced were deeply rooted in Christian principles. It was amazing!

These new leaders questioned everything we did. They wanted us to be sure we knew why we were doing what we were doing.

Eventually I grew into the leadership of Human Resources, and we became a Fortune 100 corporation. As we were always looking for the healthiest pathways to improvement,

I vividly recall us asking two key questions: “Should we even continue investing our energies into the annual performance review?” and “Are there better pathways to grow and develop our people?”

We were seeing little to no fruit being borne out of the once-a-year performance review event. The employees we had brought together in the multiple acquisitions seemed to strongly dislike this perfunctory annual administrative task. Everyone was simply going through the motions. However, before I unilaterally dismissed a review process that had been around longer than I had, I decided to identify what we were doing that seemed so unhealthy.

Here are some of the common mistakes I identified:

UNHEALTHY HABITS:

1. Review processes that were often about fault-finding, catching mistakes, and casting blame
2. Review processes that left employees feeling caught off-guard
3. Review processes conducted by managers who were not trained in how to coach and conduct ongoing feedback



4. Review processes that lacked consistency across the organization, so the manager was unclear in what to measure or evaluate
5. Thinking all employees should be assessed in exactly the same way
6. Talking without listening
7. Not developing our people and therefore consistently creating an unhealthy culture
8. Perpetuating the mindset in which, “The leader is the only one who is allowed to think.”

Since then, I’ve come to realize that these mistakes to managing employee growth are common to many organizations, including ministries.

As Christian leaders, these common mistakes should challenge us, grieve us, and spur us on to change. We need an immediate course correction! What if we viewed growing our people as an opportunity to build trust, to create commitment and engagement? Then we could achieve results together. We would absolutely create a culture that fosters high performance and is ultimately transformational for our people and our organizations.

THE BIG QUESTION

So, how do you create a framework that develops your people, grows your ministry, and honors God? This is the same question I asked over 10 years ago and it helped us identify a different pathway to a much healthier outcome. Discovering the answer has been a long, but spiritually rewarding, journey.

Just a couple of years ago, that journey led me to answer the Lord’s call to leave the corporate world and enter into full-time ministry: leading human resources for the global headquarters of The Gideons International. Upon arrival, I discovered some of the same issues in regards to performance management that seem to riddle so many organizations today.

So, does Scripture have anything to say in regards to managing the growth of people? We can certainly find specific and intentional application in Matthew 25:14-30 (Parable of the Talents) regarding faithfulness to steward our gifts.

Just as the servants in the parable of the talents were entrusted with a portion of their master’s money, we are entrusted with gifts and talents that are to be used to grow the organizations God has entrusted to us. It is the responsibility of each one of us to steward our talents in the same manner as the wise servant stewarded his master’s money — he multiplied what was originally entrusted to him. This isn’t about perfectionism, but about a deep heart condition to honor God with an intentional determination of only giving our best.

Over the years, I have made it a practice to listen to Willow Creek’s Bill Hybels. His insights continually remind me that healthy leaders coach their employees and move people from “here to there.” They move people to a preferred future that includes both personal and professional growth. It’s a future that requires an intentional plan versus hoping and wishing for things to get better. It’s an inspiring plan that moves us out of our complacency and builds momentum, confidence and trust.



THE SHIFT

To accomplish a task of this magnitude we need a mindset shift.

We need to shift from the performance-review only approach (backward looking, reflecting only on past accomplishments/opportunities), to performance *management* (a holistic approach to managing and growth incorporating past, present, and future).

As our workforce evolves, we can already see an influx of the millennial generation and Gen Y. These younger workers expect daily, meaningful feedback and development strategies. The continual desire for feedback and development is also prevalent in high-performing individuals who tend to seek regular feedback, regardless of their age.

THE LINK

To achieve this “preferred future,” I propose that performance management becomes a vehicle to reinforce the values and the direction of our organizations.

According to the Best Christian Workplaces Institute, many “certified best” Christian workplaces use performance management processes to help direct performance. This then elevates the level of ministry effectiveness and encourages practices that build healthy workplaces. These healthy workplaces are yet another indicator that there is a direct link between flourishing cultures and effective performance management processes. That’s why it’s so important to have well-trained managers and employees with a structured process for regular, ongoing, healthy communication.

SO, HOW DO YOU CREATE A FRAMEWORK THAT DEVELOPS YOUR PEOPLE, GROWS YOUR MINISTRY, AND HONORS GOD?

If you’re looking to achieve the greatest results from performance management, the focus of leaders must be on the processes related to employee coaching and development. According to a study in the December 2007 edition of *Talent Management*, coaching generated a 150 percent greater return than the “performance-review only” approach.

“Authentic Christian Leadership” was the theme of the Spring 2013 edition of *Outcomes*. The correlation between the two issues couldn’t be any more direct. Our ministries are best served by our leaders and managers when we change our mindset and view the performance management process as regular, ongoing coaching opportunities, all the while trying to engage in each interaction with a “how can I help you succeed” approach.

When we personally develop the core competencies of authenticity and attentiveness, we will actively listen, making every interaction an opportunity to learn and connect with one another. Through this process we are able to intentionally develop an authentic relationship and gain the privilege of speaking into one another’s lives.

A well-done performance management process yields higher levels of engagement, retention, and organizational performance. The key is to change the focus: Concentrate on establishing effective performance management behaviors first, and then make sure the performance management system reinforces and supports those behaviors. Performance management must be more than a formal appraisal system; it should be an everyday part of a high-performance culture.

Effective performance management requires regular and ongoing activity, including:

1. Communicating expectations on a regular basis
2. Providing feedback in real time whenever exceptional or poor performance is observed
3. Finding new opportunities to help employees develop expertise that will maximize his/her potential.

The best leaders avoid the common mistakes and exhibit the following positive attitudes and characteristics:

HEALTHY HABITS:

- Coach (Communicate and influence others toward a positive outcome.)
- Empower your team. Stop micromanaging, and be results-oriented.
- Express interest in team members’ personal success, well-being, and professional development.
- Communicate and listen to your team.
- Express a clear vision and strategy for the team with opportunity for buy-in.
- Demonstrate that you have technical skills, so you have the credibility to help advise the team.

When you focus on these healthy habits you are able to continually upgrade the leadership capabilities of your organization. And it gives every member of your leadership team some level of control over the outcome.

Ultimately, every team wants to win. However, successful execution relies upon the commitment and plans of capable leadership. Fortunately, as Christians, divine assistance is available. While it’s not automatic, we can “Commit [our] works to the Lord, and [our] plans will be established” (Proverbs 16:3 NRSV).

The difference between the unsuccessful and the successful is their commitment to personally grow and develop their potential. I encourage you to make this commitment for yourself and your organization. When properly executed, this daily investment will yield both personal and professional growth in your people and your ministry. ●

CHAD CARTER'S 20-plus years in the marketplace includes leadership of human resources and communications for the U.S. pet care division of M&M Mars, Sony/Provident Music Group and most recently a consulting practice for healthcare providers. With a heart for ministry, Chad made the change a little over a year ago to lead human resources for The Gideons International, a ministry that shares the Word of God in 190-plus nations (gideons.org). He also serves as a member of the CLA Advisory Council in the area of People Management and Care.



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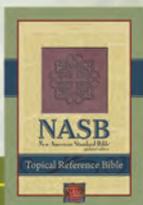
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The P Path to Peace

Saying 'I do' to workplace conflict By Wendi Dykes

STANDING TOGETHER BEFORE GOD and the witness of family and friends, couples intending to marry engage in vows to love, honor, cherish — and communicate effectively through crisis and conflict — until death do they part. After the honeymoon, they head back to their respective places of employment. Once back, engrossed in the day-to-day routine, they begin to recognize that quite a bit of time is spent with workmates (perhaps even more than with family).

Good leaders in the workplace are also expected to love, honor, cherish, and effectively communicate through crisis and conflict. It is no wonder conflict in organizations is so difficult to understand. When it comes right down to it, we may feel that we're asked to adhere to similar levels of respect and commitment with those who merely work with us (and who we may not even like all that much), as we are with those we love.

Reality tells us that the more time we spend with people the easier it is to identify how unique we are. Our differences provide opportunities to offend, hurt, or disappoint one another. In other words, conflict is inevitable. The question is how do we, as leaders, learn to embrace the task of conflict management as opposed to creeping toward it (or around it) in fear?

Knowledge of what conflict is, coupled with an understanding of its process, can help to shift our mindset. This adjustment will allow us to affirm conflict as a healthy process that will edify our organization and the relationships in our care.

In their book, *Managing Conflict through Communication* (Pearson, 4th ed., 2010), Dudley D. Cahn and Ruth Anna Abigail suggest that conflict occurs when there is a breakdown, or a perceived breakdown, of communication resulting in incompatible goals or means. An incompatible goal is defined as two or more individuals

simply seeking different outcomes. Incompatible means occur when we want to achieve the same goal but we may differ on how we should do so.

In organizations, two types of conflict are prevalent: tangible and intangible. Tangible conflicts generally involve physical or observable assets such as a division over resources or allocation of funds. This type of conflict can usually be resolved through a process called negotiation. In this article we will discuss conflict generated by intangible issues. Those cover a range of interpersonal and behavioral traits such as attitude, cooperation, respect, and trust.

As Christian leaders we may be inclined to “turn the other cheek” or choose avoidance altogether in the name of brotherly/sisterly love. But is this the best way to edify and minister to those in our care? Biblically speaking, addressing the critical behavior demonstrates love, reveals truth, and provides opportunity for personal and organizational growth. Micah 6:8 asks, “What does the Lord require of you? To act justly and to love mercy and to walk humbly with God.” In Matthew 5:24 we're instructed to go and reconcile with our brother before presenting our offering to the Lord, and in Luke 17:3, we are directed to reproach a fellow brother or sister if they have committed an offense against us.

In a quest to confidently and lovingly address conflict in our work and ministry relationships, we will take a brief look at five steps toward P-E-A-C-E.

PREPARE.

This involves learning to respond and not react. In this primary step we take time to stop and think through the issue, asking ourselves: “Is this conflict occurring because we do not have the same

end goal in mind, or are we striving for the same outcome but disagreeing on the way to achieve it?" The idea is to establish a parallel mindset.

Author Edward DeBono, in his book *Six Thinking Hats* (Bay Back Books, 1999), illustrates this step's simple meaning through the image of a house. He suggests that we envision ourselves standing at the front door, another co-worker sitting on the back porch, a third peer on the west side, and yet a fourth on the east. As they begin to talk, all are engaging in conversation about the house, yet (depending on where they are standing) all are sharing from a different view of the house. DeBono proposes that the primary activity is to move everyone together on the same side of the house prior to beginning the dialogue. We may chuckle at this simplistic thought, yet how often do we see this scenario playing out in our very own boardrooms or in performance coaching sessions?

As believers, we must not neglect the fact that we have a powerful tool in prayer. The Bible has left many examples for us to consider and follow. Nehemiah comes to mind, and the example he led through his dedicated and fervent prayers. Nehemiah's commitment and steadfast approach to prayer provided wisdom and perseverance as he completed the task of building the wall, and orchestrated the people in his care (Nehemiah 1: 4-11, 2:4, 4:9, and 6:9).

EXPRESS THE NEED TO TALK.

Here we signal the need to have a conversation with the other. Oftentimes as leaders, we are guilty of mulling over difficult conversations in our head, and when we set forth to deliver the words, we are disappointed by the reaction of the other (whether that be a lack of response or a defensive tone). What we need to remember is that we've had time to think about the conversation and the other party may not have even known the discussion was coming, so wasn't prepared to appropriately respond. One of the first places we're taught to search the Bible for sound instruction concerning conflict is in the book of Matthew, chapter 18: "[G]o and point out their fault, just between the two of you ..." (Matt. 18:15).

ACTIVELY LISTEN.

Good listening shows care, interest, and respect for the other. James 1:19 tells us, "My dear brothers and sisters, take note of this: Everyone should be quick to listen, slow to speak..."

Use clarifying statements such as, "I hear you saying..." or, "Am I correct in understanding...?" to confirm that you are both standing on the same side of the house.

COMMUNICATE AND ESTABLISH A SOLUTION.

Effective communication in conflict requires two important skills, (1) learning to ask the right questions, and (2) knowing how to craft and deliver an "I-statement," which frames your response in a first-person perspective.

As a leader, asking questions allows the other person to take ownership for his/her attitude or action, and reduces the perception of blame, therefore lessening the presence of

Our differences provide opportunities to offend, hurt, or disappoint one another.

defensiveness. Crafting questions that promote conversation versus condemnation, and using communication that provides space to see beyond the action or attitude in question, will often prove to be most beneficial. In many of these cases, individuals will come to see the error in their ways and self-select an appropriate action or response to the problematic situation.

In the Bible, we can read about Jesus providing example to this type of communication through his use of parables. He asks questions to guide the thought process of those with whom he is speaking. The parable of the Rich Young Ruler comes to mind (Mark 10:17-31). This young man self-selects his own consequence because he is not willing to take the steps necessary to adjust his perspective. Jesus then asks a question of the disciples, causing them to reflect and respond with a tangible act of commitment.

When a particular behavior or attitude is not apparent to the individual needing correction, the leader must choose a phrase that will clearly communicate the problematic issue and its effects to the other. Using an "I-statement" can accomplish this goal. "I-statements" eliminate the "you" and reduce the risk of blame and shame.

An "I-statement" will include four parts: (1) a feeling statement, (2) identifying the problematic behavior/attitude, (3) the consequence associated with that attitude/behavior, and (4) the expected change. An "I-statement" based on the hypothetical situation of an employee failing to respond to a donor in a timely manner may be: "I feel embarrassed when I hear from a donor that she feels unappreciated. I would be disappointed if I had to reassign the donor relationship to another. I expect all donors to receive a response to their inquiry within 24 hours."

A tremendous amount of our leadership centers on the stewardship and development of those entrusted to our care — our employees and/or volunteers. As leaders we have the privilege of modeling a process of conflict management that corrects in love, promotes dignity, and produces trust. So, will you commit with me to share a healthy view of conflict, and to engage in P-E-A-C-E in an effort to produce a workplace environment that will marry conflict with godly wisdom and effective communication? If so, then say: "I Do."

WENDI DYKES is a professor of Organizational Communication and Leadership at Azusa Pacific University in Southern California (apu.edu). She and John Baugus, Executive Director of Human Resources at Azusa Pacific University, serve as content developers and co-facilitators for CLA's online learning module, *Biblical Foundations of People Care and Management*.

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Retain Your Rising Stars

Three keys to creating a sticky organization

I'M OFTEN ASKED by top executives about our leadership succession plans, talent development models, and how we attract and develop new leadership. Together, we strategize on competencies, qualities, and the calling of those whom we identify as emerging leaders.

These steps are important, and I would be the last to say there's no need for systems to assure both leadership stability and effective planning for inevitable change. However, I can honestly say that none of our creative talent development systems or recruiting strategies — with “competencies linked to behavior-based questions” — is the key to attracting, growing, and retaining leaders. I believe the keys are actually simple, obvious, and don't rely on HR systems. They are: your organization's cultural health, your organization's leadership accountability, and your organization's intentionality in cultivating leaders.

1. CULTURAL HEALTH

A question on our employment application asks, “What are your expectations of working for a Christian ministry?” Some answers are inspiring; others are so naïve that I have to smile. But think about it, shouldn't Christian leaders ask this question each day, all day?

Is our organization “branded” by grace, truth, justice, prayer, love, repentance, forgiveness, submission, kindness, patience and self-control? Do our leaders regularly submit personal agendas to the greater good of the mission and daily put others before themselves? Do employees affirm that our core values guide everyday decisions? When a Christ-like culture is the daily experience in an organization, emerging leaders will not only apply; they will flock to our organizations to soak it in.

The first key then is to examine our cultures to see what a new employee can “expect” in our Christian workplace.

2. LEADERSHIP ACCOUNTABILITY

There are dozens of leadership models that are godly and acceptable ways of running an organization. In fact, most best-practices for leadership, when executed with follow-through, will produce great results.

Ask yourself, “What is the greatest frustration optimistic new leaders will most often face?” Will they stop by HR in frustration and vent about lower-than-expected giving, or challenges in presenting the gospel in the 21st century, or nonprofit pay rates? Do they disengage because prescription co-pays are too high or because there are no bonuses?

No. The reason most commonly given for dissatisfaction is lack of leadership follow-through. Leaders say a program, project, or behavior is essential but then act in a way that belies their words.

Are all your leaders held accountable to the promises made in communications, to plans submitted to the board, and commitments made to their teams? Or does accountability only apply below the executive level?

The second key is that executives are daily seen holding themselves accountable. This fosters admiration in emerging leaders. No leadership development program, promotional ladder, “next generation” benefit, nor flexible workplace can overcome a lack of leadership accountability.

3. INTENTIONALITY IN CULTIVATING LEADERS

During on-boarding a new employee, you've probably made a statement like, “Development is core to who we are.” But is that true? Because if “high-potentials” have no mentors, no coaches, no development plan, or if their skill gaps haven't been identified, you may simply be hoping new leaders will develop.

Do you lean too heavily on your belief that your emerging leaders are smart and hardworking “stars” and push to promote them beyond their competencies? When encouraging managers to provide development activities for obvious skill gaps, their push back may be: “They'll learn on the job.” Sadly, soon the “star” needs an improvement plan, or worse — your emerging talent jumps ship to search for an environment where development is truly core.

The third key then is taking time as leaders to build intentional development plans for emerging leaders.

CHECK UP TIME

Before you expend effort recruiting emerging leaders, or spend thousands on consultants to build impressive leadership development programs, take the time today to ask how you are doing with these three questions: (1) What's the health of your culture? If it's great, you'll attract and retain Christian leaders; (2) Do leaders hold themselves accountable? If so, emerging talent will admire your executive team and will aspire to become more invested; (3) Do your executives intentionally develop talent? Are employees given development plans and time to learn and grow? Are they assigned mentors and coaches and are their skill gaps identified along with a plan to remedy them?

If you become an organization that people want to join, grow in, and stay with, your leadership gaps will usually take care of themselves. ●

GISELLE JENKINS is the vice president of Human Resources and Training at Prison Fellowship Ministries and holds a Senior Professional in Human Resources (SPHR) certification. Giselle has been in human resources for over 20 years, coaching hundreds of employees and managers on talent management (prisonfellowship.org).



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Extraordinary Leadership

A step-by-step guide to getting there

AS MINISTRY LEADERS we strive each day to inspire our teams to catch a compelling vision, engage deeply, and drive the results necessary for success. We pray in earnest that we are able to deliver the impact God intended. But to achieve truly breakthrough results, we must embrace a culture that settles for nothing less than “extraordinary leadership.”

By definition, extraordinary leaders are remarkable. They are authentic — maximizing their leadership strengths and compensating for their leadership gaps. They maximize their impact — getting extraordinary results through their teams. They know how to execute, influence, build relationships, and think strategically. They build and sustain “follower-ship” — because they understand followers’ needs: trust, compassion, stability, and hope. They share responsibility; they’ve learned how to transfer responsibility to others without abdicating or abandoning. They share decision-making; they’ve learned how to choose the appropriate way to make decisions in each situation.

For today’s ministries, the path towards embracing an extraordinary leadership culture is one that is full of potential bumps. Most often, failure boils down to one of two issues: lack of executive buy-in, or the absence of a strategic leadership development vision backed by operational execution.

The Four Levels of Organizational Leadership Development

In working with our clients, we’ve observed four levels of leadership development:

Level #1: Inconsistent Leadership Training — The ministry leaders are not involved. Instead, they either expect those serving under them to figure it out on their own, or to choose from a list of resources like books or external courses.

Level #2: Structured Leadership Training — There is a defined curriculum, training is required of a select few, and results are monitored. A core set of leadership competencies has been identified, and those attending leadership training are expected to exhibit those skills.

Level #3: Focused Leadership Development — There is a culture in which leaders are expected to inspire others to act with urgency. The entire leadership team is future-focused, and has identified the mileposts that indicate that the ministry is progressing. Emerging leaders are identified and coached to success.

Level #4: Strategic Leadership Development — The senior leadership team has taken ownership of leadership development. Continuous learning, particularly of leadership competencies has become an ingrained part of the culture. Current and future leaders are being continuously developed.

Four steps to a Strategic Leadership Development Culture

So, how does an organization move towards strategic leadership development? (Step by step.)

- 1. Firmly establish an extraordinary leadership strategy.** — Begin by defining your leadership development strategy. Communicate your vision and define success. Do an honest inventory of your team’s leadership skills and deficits, and develop a strategy that addresses the organization’s specific leadership needs. Pay attention to leaders at every level, not just senior leaders. Identify people who have leadership potential, who can work as part of your ministry team, and who are open to giving and receiving feedback.
- 2. Build from a position of strength.** — Leaders do best when they build on their gifts and strengths, rather than trying to compensate for weaknesses. Leaders should be given opportunities to lead in a safe environment where they can be supported by others who possess skills they lack. Look for what really excites and motivates your emerging leaders and allow them to invest their energies there; they’ll be more successful and are more likely to stick with it when they encounter challenges.
- 3. Stretch, grow, and move up or out.** — You’ll know your leadership team is moving toward step three when you see leaders stepping into new roles, accepting stretch assignments, and assuming new responsibilities. You’ll also know you’re making progress when your leadership team is able to deal with members whose leadership behaviors no longer fit — like being overly competitive rather than collaborating, acting out when they’ve been passed over, not dealing well with significant failure, or bad-mouthing the organization or team.
- 4. It’s in the bloodstream of the culture.** — You’ve arrived at step four when senior leaders become models for leadership behavior, are willing and able to mentor others, and are constantly encouraging others to lead. Leadership development is seen as a piece of the larger picture, which includes: recruiting, hiring, on-boarding, member development, retention, and succession.

By embracing a culture of extraordinary leadership your organization will experience a leadership bench that has the ability and tenacity to drive breakthrough results and kingdom impact. ●

CHRIS IHRIG is CEO at Fired-Up! Culture — a business management and human resource consulting firm with practitioners across North America. Fired-Up’s mission is to equip leaders with relevant and timely resources that ignite high performance to drive breakthrough results, community impact, and social change (firedupculture.com).





I READ EMAILS
WELL INTO THE
NIGHT TO ~~KEEP~~
~~UP WITH MY~~
~~WORK.~~

HELP
KIDS ENCOUNTER
JESUS



Terry Swenson
Vice President, Communications

Young Life

God-Honoring Teamwork

Build a healthy ministry leadership culture

IN OUR RAPIDLY CHANGING WORLD the days of the heroic, lone-ranger CEO are over. Today, teamwork is the byword in executive leadership. It's a necessity for any ministry serious about advancing the kingdom.

A few years ago, we at Strengthening Leaders, spoke with the board vice chairman of a well-known international ministry as he was revisiting the organization's headquarters. He, and every staff member with whom we had spoken, had acknowledged years of toxicity and dysfunction at the leadership level of that organization. It was keeping them from realizing their vision and mission.

But a new executive director who valued teamwork was now in place, and the transition to a healthy leadership and organizational culture was underway. The vice chairman now said with amazement: "It's like a fresh breeze has blown through this place." He saw a ministry positioned for a breakthrough resulting in more people worldwide entering the kingdom of God.

People are waiting to hear the gospel, yet executive team dysfunction, toxicity in the workplace, and marginal performance in Christian ministries often keep them from hearing the Good News and experiencing the love of Christ. Working and performing well together as an executive leadership team is critical. As the leadership team goes, so goes the organization. The leadership team informs, models, and shapes the essential components of the organizational culture. The essential components of a healthy dynamic culture include everyday experiences, which foster shared beliefs, which in turn, influence healthy actions individually and collectively, and produce results that reflect the mission and vision of the organization.

As leaders, our job is to shape such a culture. We are called to create a compelling ministry work environment – to provide experiences that maximize the health and performance of every team member, and to mobilize people for a common purpose under a shared vision. That all begins with the executive team.

Every executive team and organization has a culture – by intent or by default. So what is your leadership culture like? It either works for you or against you. It makes the difference between success and failure of your organization and of your people. Developing a healthy, high performing leadership culture has become an essential role of leadership and a core management competency. Neglect it at your peril. As Roger Connors and Tom Smith encourage in their excellent book *Change The Culture, Change The Game* (Portfolio Trade, reprint edition, 2012), we should lead and manage to foster a culture of health and high performance.

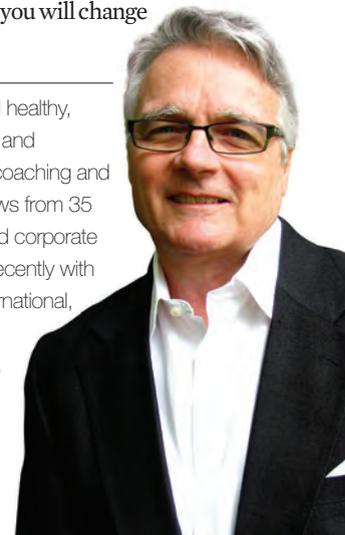
So, what can executive teams do to create this positive leadership culture? Great executive teams develop, adhere to, and hold each other accountable to specific principles, as well as the

values and behaviors supporting them. Great leadership teams are committed to a healthy peer culture and tend to:

- **Maintain an environment of openness and honesty.** (Values/Behaviors: Tell the truth at work, with love.)
- **Strive to improve themselves as individuals and as a team.** (Values/Behaviors: Commit to and pursue lifelong leadership learning.)
- **Manage themselves well.** (Values/Behaviors: Grow in your emotional intelligence – be honest with yourself, about yourself – and build healthy relationships with others.)
- **Invite and accept constructive feedback and criticism.** (Values/Behaviors: Ask questions, listen deeply to understand, take responsibility, and act on the feedback you receive.)
- **Place the organizational interest above self-interest.** (Values/Behaviors: Set aside your functional leadership hat and put on your organizational leadership hat for strategic decisions and action.)
- **Pursue and adopt the roles of both teacher and learner.** (Values/Behaviors: Cultivate your people stewardship instincts and practices. Leverage coaching and empowerment through responsible delegation; develop followers aggressively, intentionally, and practically.)
- **Stay close to stakeholders – those you serve, team members, board members, donors, ministry partners, communities.** (Values/Behaviors: Learn their needs, and seek to align them with your mission and vision. Build capacity for action.)
- **Hold themselves mutually accountable.** (Values/Behaviors: Create a culture of accountability, one of the most critical issues facing ministries and executive teams today.)

Imagine being a member of an executive team that practices these principles, modeling these values and behaviors in a way that enhances teamwork and trust throughout the organization. You can create that sort of environment in your ministry. Don't wait. Start today to create a God-honoring executive teamwork culture, which gets great results! It's "like a fresh breeze has blown through this place." Indeed, Connors and Smith have it right, change your culture and you will change the game! ●

BILL FRISBY helps leaders build healthy, high-performing executive teams and organizations through executive coaching and organizational consulting. He draws from 35 years of international nonprofit and corporate leadership experience, working recently with leaders at OM, The Gideons International, WorldVenture, Columbia International University, and more. (StrengtheningLeaders.com)



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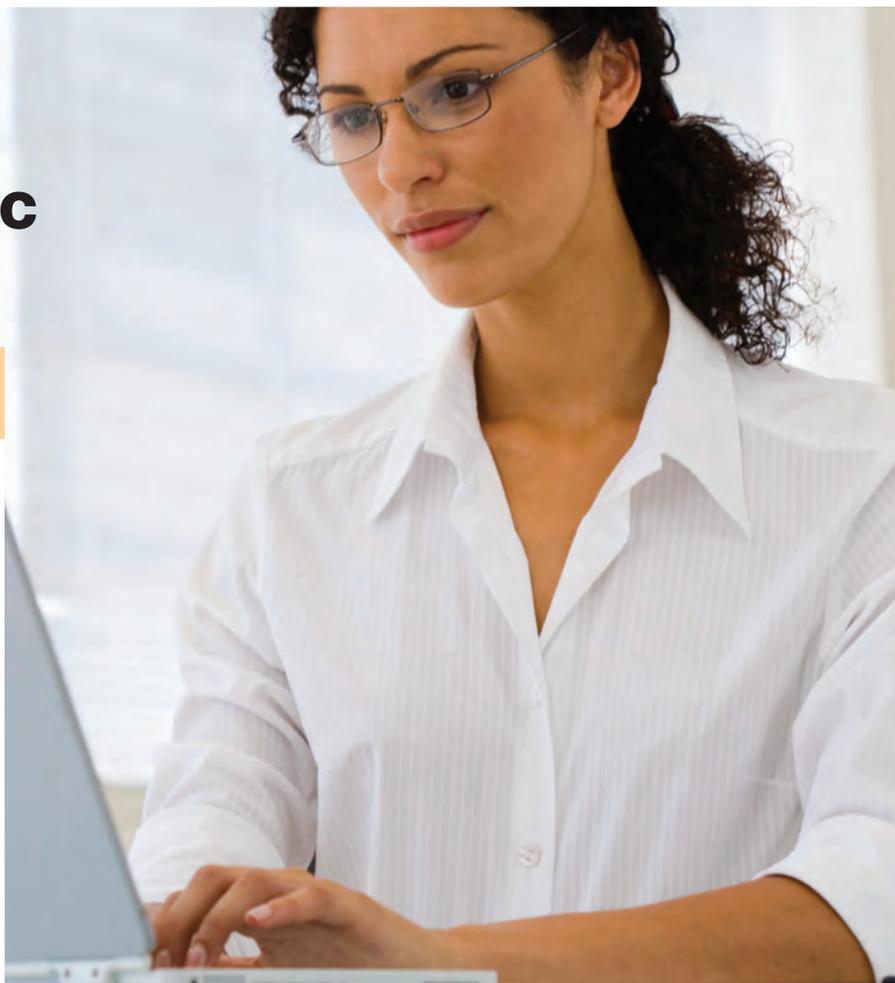
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Book Discussion:

The Decision Maker **Author Dennis Bakke shares a new paradigm on work- place decision-making.**

DENNIS BAKKE IS A REVOLUTIONARY INNOVATOR, successful entrepreneur, and dedicated Christian leader. *Outcomes* editor W. Scott Brown interviewed Bakke on his newest book *The Decision Maker: Unlock the potential of everyone in your organization one decision at a time* (Pear Press, 2013). This book offers a fictional account of what it looks like when one applies the people empowering principles that Bakke outlined in his bestseller *Joy at Work: A Revolutionary Approach to Fun on the Job* (PVG, 2005).

When Bakke talks about empowering employees through the opportunity to make decisions, he does so from experience. He implemented the innovations in people leadership discussed in *The Decision Maker*, into AES — a Fortune 200 global power company that he co-founded, which had 27,000 employees across 27 nations. He used these theories again when he created Imagine Schools, the largest nonprofit charter-school network across the United States.

A Harvard MBA and former deputy assistant director of the Federal Energy Agency (predecessor to the U.S. Department of Energy); an official in the U.S. Office of Management and Budget; and in the (former) U.S. Department of Health, Education, and Welfare, Bakke brings a wealth of business, nonprofit, and government experience to bear in his writing. *The Decision Maker* tells

the compelling story of a fictional company MedTec, and how a new approach to leading employees changes everything from job satisfaction to productivity and even profits.

How do you hope *The Decision Maker* impacts organizational leaders?

My whole journey has been to try to get leaders to recognize that people are people, not machines. God made each of us uniquely with an ability to think, to reason, and make decisions. It is those things that are important. The essence of a human being is our ability to think and reason, and to hold ourselves accountable. We're created in the image of God. And yet we treat people as if they're either machines or subhuman. In the workplace, people are often treated like mere producers. Obviously we are gifted in producing. But it's not the essence of who we are. We have been given ability to create, to make decisions, and to hold ourselves accountable for those decisions.

What type of paradigm shift is required to apply the principles from *The Decision Maker*?

The big one is giving decision power to others. As bosses, we're accustomed to making decisions, and some of us think we're God's gift to decision-making. That shift is impossible for many to overcome. The essence of being human is our ability to think, reason, and make decisions. So if you're a boss and you've been doing that for a while, and you're good at it, why in the world do you want to give it up?

There's nothing wrong with getting paid more to be a leader. But what I try to convince people of is that leaders are not the decision makers. Leaders are the servants. It's biblical. A boss shouldn't make all the decisions. They should lift others up so that they can make good decisions, advising them, loving them as a servant leader.

It's like good parents who gradually allow their children to take that step, make that decision, to fall down and get back up again, and to be responsible for their actions and decisions. Good parents model, but don't make all the decisions.

But at work, all big decisions are made by the bosses. That's not the way God intended it. People with biblical knowledge should understand this very well. But it's extremely hard to do. For Christians it should be second nature. Unfortunately it's not.

So, how are Christian leaders in releasing decision-making power to employees?

Honestly, Christian leaders, including those working in Christian organizations, have not been very responsive to this approach. Now, I think they've changed a little bit over time. But for the most part, I think they're behind the best companies.

It should be really easy for Christians to get this. But Christian businesspeople and a lot of pastors who lead big churches (actually maybe it's even worse in small churches) operate more like a business executive than they do like Jesus.

Just look at Jesus. He didn't make all the decisions, and yet — unbelievable effectiveness. He lifted people up and had them

make the decisions. So for believers there is no excuse. Follow Christ. He served the disciples. He lifted everybody up. And that's where I got most of this, by studying how God created the world, and realizing this is the way God intended it to be: that we were all called to be decision makers.

We need to restrain our power over other people so that they can also be decision makers. This is easy from a biblical standpoint. It's much tougher to teach in the secular world. But from a biblical standpoint, it's a home run.

The ideas in your books would radically change the way that organizations lead their people, right?

No question about it. They're about radically different leadership. We hear about servant leadership, but nobody really knows what it means. The servant part is giving up your own power, or better put, not using your power. It's what parents do all the time. Really good parents gradually quit making decisions for their kids. They walk alongside them; become advisers. It's a gradual process.

The object is to allow people to be the best they can be, not to create the highest productivity. They will be very productive, but that's not the focus. Once it's about productivity, it becomes a technique and everybody says, "Oh, you're just letting me make the decisions because you want to make more money." So what happens when there's a turndown in the economy? You clamp down. It gives a boss a good excuse to say, "Okay, I'm back in charge."

This change in decision-making is very difficult. It's easy to make excuses as to why you shouldn't do it, but they're not relevant and they certainly aren't biblical.

What inspired this new paradigm for decision making in the workplace?

It really started with my partner and me when we started AES. I started thinking about this stuff. I didn't think about it too much when I was in the government. My first job out of Harvard was in the federal government, and I was there in different places for about nine years.

I don't think this really was part of my consciousness until a year or two after we started AES, when we started to have actual people and power plants. My role gradually shifted to being the COO; the person responsible for the people, the power plants, and their operation.

In the power plants I would spend a lot of time just visiting. Often I would go back at night when there would be fewer people, allowing me to talk one-on-one, walk around, and listen — especially to the stories.

And that's where I started to really discover the mindset in our plants. I realized that though it was better than many places, all the budgetary decisions and the like,

were made by someone other than the people inside the building. At home those same people made big budget decisions, and decisions about the children. But they weren't getting the chance to do that at work.

What do you say to those who ask whether all employees are equipped to make those big decisions at work?

That's a very good question. I've gotten it a lot. But there's one key rule in the decision process: you've got to get advice. You must educate yourself. Before you make that decision you need to get advice from people who've been through this before. From my perspective, your boss is a mandatory advisor.

For me, if you don't get advice you're fired; I don't care how good the decision was. Well, maybe you get one break. But I had to make it very strong because in the early days we had a lot of go-getters who ran off and made decisions without ever talking to anyone. You must get educated on every issue you deal with. And so in the book we discuss making sure you get advice.

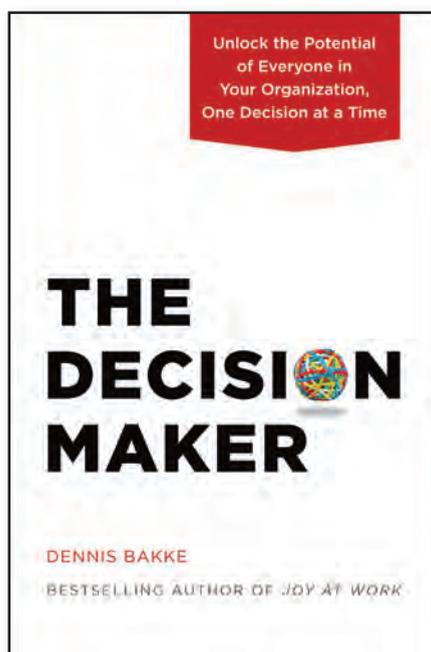
We're all limited in our knowledge. So if you're going to make a decision you'd better realize that. If you don't have that humility, you shouldn't be the decision maker. Sure, you're closer to the action. You may know more than everybody else. But you don't know everything. And there are probably a lot of people who know quite a bit about things affecting that decision that you don't know. So you need to get advice.

That was the first thing. The second is that the boss always has the opportunity to overturn an employee's decision — for example if you think it's going to ruin the whole company. But you'd better be careful using that power, because once you do, you've probably lost your effectiveness. I don't remember anyone having to overturn a decision at AES or anywhere else. But you had that option. And so people paid attention, and were careful about getting advice before they went forward.

Any final encouragements for leaders?

Even at home, think about how to be a servant — how to quit making decisions and be more of an adviser for children, for spouses. Let's live in a way that God intended, for the powerful to be servants. The more money or responsibility you have, the more you should exemplify humility and servant hood.

Very few leaders get this. The only people who get it generally are moms. They're better at this naturally than most of us are. They nurture to let their children get on the right track, but they don't do it by making all the decisions. They lift them up and encourage them and advise them. I'm hopeful that I can be the same way.



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 www.acsi.org

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 Phone: (626) 794-1199
 adeforrest@hrockchurch.com
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Ron Thigpenn, CFO
 Los Angeles, CA
 Phone: (213) 989-4431
 rthigpenn@foursquare.org
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Linda Franco, VP of Admin. & Finance
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Highlights from 2012 Report:

- 1 131 reporting organizations
- 1 119 positions
- 1 Data includes organizational revenue, employee size, entity type, region, salary and bonus data, benefits information
- 1 Statistical measurements such as average, median, and percentile data
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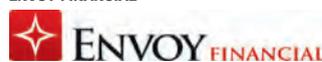
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Leading in Digital Babylon

Living faithfully in a new digitally-rich world

OUR TEAM AT BARN^A continues to explore today's generation of younger Christians, the vitality of churches and nonprofits, and the tsunami of cultural change happening around us. I am convinced that we are facing an era of ministry that might be described as digital Babylon: an immersive, reality-redefining experience driven by ubiquitous access to interconnected screens and unprecedented volume of content.

The rules of digital Babylon are different from those of the past. This is a generation that is rethinking its relationship to institutions and causes. They don't need to go to a bank to do banking, nor to a record store to buy music. They can easily access much published content online. Do they need to go to a church building to find Jesus? Do they need our nonprofit or our infrastructure to engage their God-given cause?

Like the biblical stories of Babylon, what our organizations need are exiles. We need digital natives. Our team is advocating for more "reverse mentoring," allowing the next generation to provide significant input into the lives, visions, and operations of our efforts. The good news about millennials is that, unlike Gen X, they tend to see the value of institutions. They actually want to help reinvent and revitalize institutions. They can be naive and narcissistic, but their idealism, their comfort with complexity, and their digital — as well as visual — acuity can be incredible assets to our organizations and our efforts.

What does this mean? The old corporate model of hierarchical leadership development won't cut it. We can't simply think of the millennials (or the Gen Xers) on our teams as the minor leagues

— players who might get their shot in the distant future. Instead, we need to have an active interplay of differently aged leaders working together — like Esther and Mordecai, for example. We need to call the next generation to greater courage and vision, but not just for some scarcely visible future. They're called to lead now, alongside us.

Of course, that may mean we have different roles and responsibilities. But any viable process of leadership development must now cultivate the flattened, all-access, socially networked, always-on, peer-driven, and radically transparent culture in which millennials feel most comfortable. Christian organizations now need millennials more than they need us.

HOW CAN WE MAKE THIS HAPPEN?

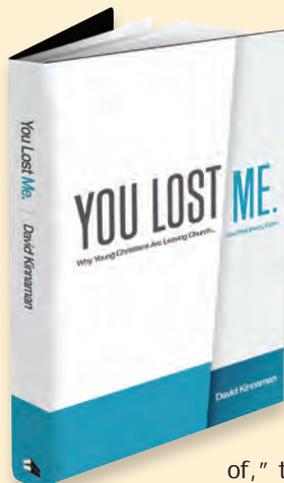
First, make sure you spend plenty of time with millennials on your team and even those not on your team. Nothing can replace the high value of time spent in shared experiences. Consider how to create a culture of apprenticeship in your organization — not merely transference of ideas and ideals, and best practices.

Second, as you spend time together, realize that this is going to change the way you think about your job, technology, culture, the gospel, and your calling. If spending time with younger leaders doesn't change you in major ways, you're doing it wrong.

Third, pay attention to the work environment, from space and computers, to policies and office culture. Get their input, but be willing to be direct. At Barna, we talk a lot about having a truth-plus-love culture.

Finally, you've got to come to appreciate the fact that "digital Babylon" is different than "mainstream" Jerusalem — a culture of faith and homogeneity, perhaps like the "golden years" in which many of our ministries were inaugurated. Today, life is more complex, more accelerated, more unpredictable. I have come to believe that, like the prophet Jeremiah, we have to have a proper understanding and acceptance, really, of our Babylon-like world (see for instance, Jeremiah 24, 28 and 29). It doesn't do us any good to deny the realities of our current culture. Instead, we need the help of millennials to live faithfully in this new digitally-rich environment. ●

DAVID KINNAMAN is president and majority owner of Barna Group, a leading research organization focused on the intersection of faith and culture. He is the author of two bestsellers, *unChristian* and *YOU LOST ME*.



More than half of all Christian teens and twenty-somethings leave active involvement in church. In his new book *YOU LOST ME* (Baker Books, 2011), author David Kinnaman trains his researcher's eye on these young believers and reveals the factors that contribute to the dropout problem. *YOU LOST ME* shows why Christians ages 18 to 29 are leaving the church and rethinking their commitment to the faith.

Based on new research conducted by the Barna Group, *YOU LOST ME* exposes ways the Christian community has failed to equip young adults to live "in, but not of," the world, to follow Christ in the midst of profound cultural change.



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