HIGHER THINKING

WINTER 2012

# Outcomes

THE MAGAZINE OF CHRISTIAN LEADERSHIP ALLIANCE

Emerging Trends

## Generation iY

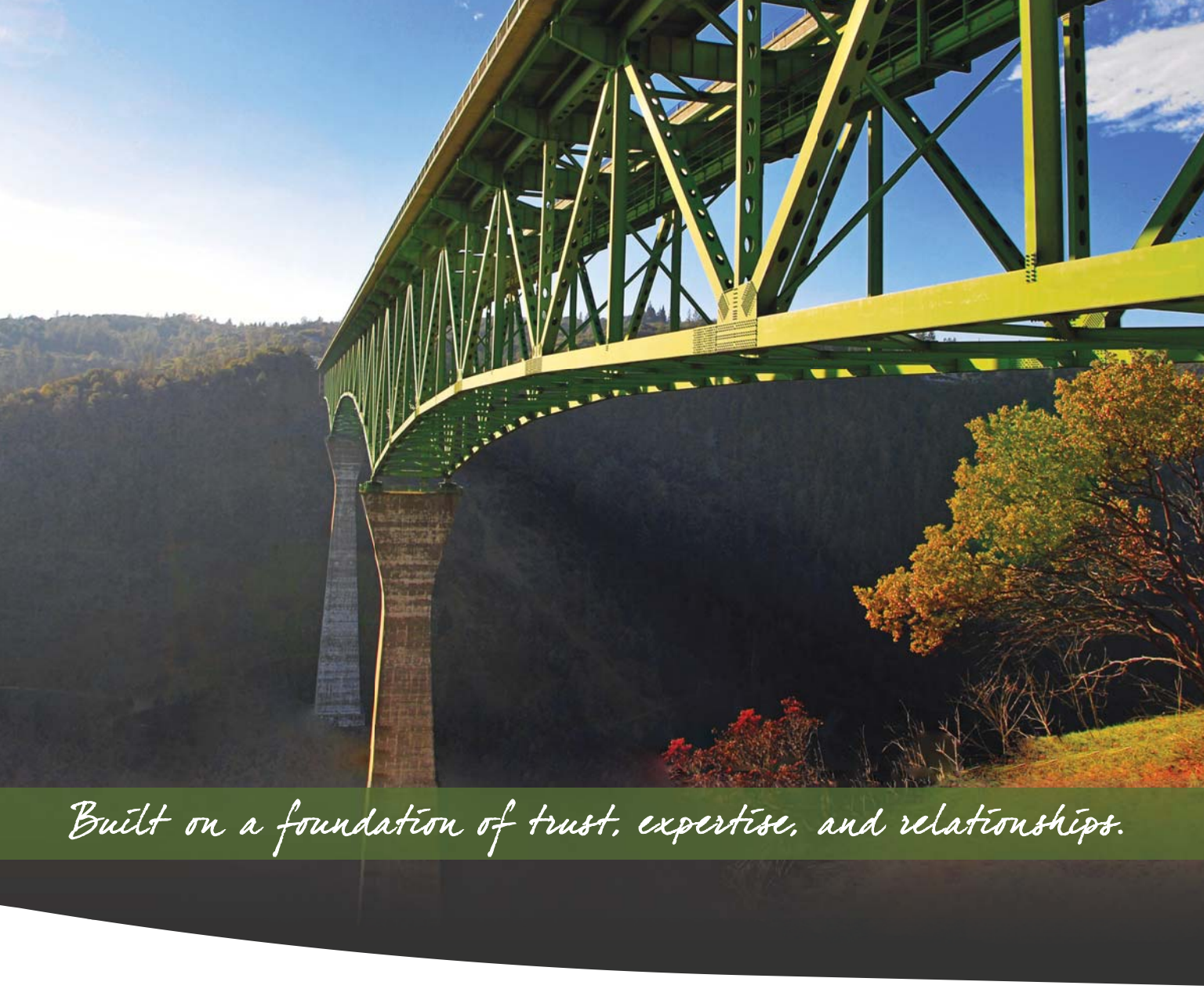
**Tim Elmore** on equipping future leaders of Christian nonprofits.

**DEVELOPING FUTURE LEADERS**
Why your nonprofit needs a Plan A

**DIGITAL PHILANTHROPY**
Emerging trends in giving

**FACING THE FUTURE**
CLA Consul Jerry White

CHRISTIAN LEADERSHIP ALLIANCE

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# Outcomes

Winter 2012 Vol. 36, N0. 4

## Emerging Trends

## DEPARTMENTS



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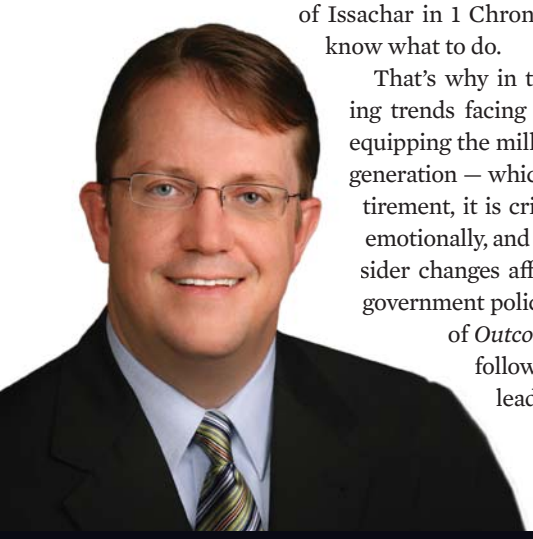
# Embracing the Future

AS CHRISTIAN LEADERS, how do we prepare for the future? What is beyond the horizon for the ministries we serve? What is God's unique call for us today? Here at CLA we are passionate about providing you with biblically based higher thinking that points you towards excellence in following Christ's call today and in the future.

Our time in history is a unique, opportunity-filled moment. Our world cries out for the hope, joy, and peace that only Christ can bring. It desperately needs leaders who will take up the mantle of those who boldly followed God and stepped into their moment; people like Daniel, Nehemiah, Ruth, Joseph, Esther, Paul, William Wilberforce, Hudson Taylor, Amy Carmichael, Martin Luther King Jr., Mother Teresa, and many more.

Today there is a profound need for the gospel and services that our ministries have been called to share. To succeed in our changing world, we — like the men of Issachar in 1 Chronicles 12 — must understand our times and know what to do.



That's why in this edition of *Outcomes* we explore emerging trends facing Christian leaders, including the priority of equipping the millennial generation to lead. As the baby boom generation — which has so faithfully led ministries — nears retirement, it is critical that the next generation be spiritually, emotionally, and professionally prepared to lead. We also consider changes affecting ministries — from societal trends, to government policies, to technology. We hope that this edition of *Outcomes* will help you envision the future as you follow the time-tested path of dedicated Christian leaders who have gone before.

W. Scott Brown

Editor-In-Chief

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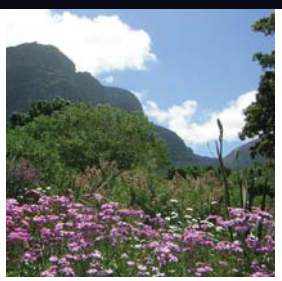

**Tending the Garden**
The power of culture -making ministries.
**By Andy Crouch**
*ChristianLeadershipAlliance.org/TendingtheGarden*


**The Future Of Christian Nonprofits**
Responding to tomorrow's trends today.
**By David Kinnaman**
*ChristianLeadershipAlliance.org/TheFuture*

**Biblical Succession Planning**
Emphasizing the 'what' over the 'who.'
**By Gayla Congdon**
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The purpose of *Outcomes* is to fulfill Christian Leadership Alliance's mission to exhort, equip and empower Christian leaders to think biblically and lead effectively as faithful stewards in the service of Jesus Christ. *Outcomes* equips Christian leaders for excellence in governance, leadership, management and resource development.

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# Upended

## Jedd Medefind on how apprenticing to Jesus remakes your words and world.

CLA PRESIDENT AND CEO Tami Heim recently interviewed Jedd Medefind, president of the Christian Alliance for Orphans (cafo.org), which unites more than 120 respected Christian organizations and a national network of churches to ignite and equip Christians to "defend the cause of the fatherless" through adoption, foster care, and global orphan ministry.

Prior to this role, Medefind served in the White House leading the Office of Faith-Based and Community Initiatives. In this post, he oversaw reform efforts across the government to make community and faith-based groups central partners in federal efforts to aid the needy. Previously, Medefind held a range of posts in the California state legislature. He also helped establish the California Community Renewal Project.

Medefind has written three books, including his newest co-authored with Erik Lokkesmoe, *Upended: How Following Jesus Remakes Your Words & World*. (Passio, 2012)

### What's been happening with the Christian Alliance for Orphans?

The Christian Alliance for Orphans is a remarkable expression of Christians laboring together for a vision larger than any one organization. Our member organizations and churches work in unison to inspire and equip Christians to reflect God's heart for the orphan in effective action. These joint initiatives include everything from the national summit to monthly webinars to Orphan Sunday each November.

Caring for orphans has been part of the Christian DNA since the start of the church. It's thrilling to see how Christians are re-earning that historic reputation. Across America and beyond, I see Christians rediscovering how deeply God cares for the fatherless — and then reflecting that in action from adoption to foster care to global initiatives.

In 2004, the first gathering of the alliance included about 20 organizations that shared a conviction that God is calling his people to more vibrantly reflect his heart for the fatherless. Today we represent more than 120 organizations. The size of our gathering has increased every year as well. This past year more than 2,000 people gathered in Southern California for Summit VIII. Thousands more joined us worldwide via live webstream.

Joining the alliance is about leaving our logos and egos at the door and joining together in a shared vision that is larger than any organization could accomplish on its own. We see tremendous impact through these shared efforts.

### Your Orphan Sunday initiative has really grown too, right?

That's right. Orphan Sunday was a gift from Africa. This vibrant idea of the Church celebrating God's heart for the fatherless and responding in action began in Zambia. Christian Alliance for Orphans began to actively promote it in 2009. Last year, conservatively, more than 500,000 Christians across the U.S. participated in Orphan Sunday activities. The vision is now echoing back across the ocean to places like Ukraine, Kenya, and the Philippines. And we expect it to continue to grow as a catalyst for the Christian orphan-care movement. Our ultimate desire is to see the local church worldwide known as the primary answer to the needs of orphans.

### Your great new book *Upended* discusses "apprenticing to Jesus." Can you elaborate?

An apprentice comes to Jesus as a young painter might come to Michelangelo. You'd watch how he mixed paint and how he used his wrist in his brush strokes. You'd seek to mirror the master in the smallest, most practical activities.

Approaching Jesus this way doesn't downplay his role as Savior or the centrality of grace. It reminds us that following Jesus isn't just believing certain things about him. Real apprenticeship is learning to walk as Jesus did. In the realm of communication, which we focus on in the book, that includes everything from being deeply attentive to others to asking well-chosen questions.

### *Upended* explores the importance of authenticity. What does that look like to you?

In a world dominated by marketing messages, people are desperate for even a small taste of authenticity. But for all the products, personas, and personal profiles created to appear authentic, we rarely see it. When Christians share of themselves in ways that reflect the vulnerability, transparency, and forthrightness that Jesus lived, people take notice.

One way to do this, which we explore in the book, is speaking of both the beauty and brokenness of our lives and of the world. For example, it means that if we're talking about something like adoption, we don't just describe the beauty of it, but also are frank about the struggles and challenges it can involve.

Jesus never soft sold what he offered. He presented discipleship as an unparalleled opportunity — as a pearl of great price; but he also called us to count the cost. So that kind of truth telling and forthrightness — both about ourselves and the world — and whatever it is we're offering, is bedrock to authenticity.

Having a sense of identity and value deeply rooted in grace frees us to risk true authenticity. If performance is the sole standard by which we measure lives — our lives and others' — we will be consumed with image management. But if we believe that profligate generosity pulses at the core of the universe, we'll feel comfortable sharing freely from both our strength and our sorrows.

**Your book also emphasizes the importance of being attentive and fully present.**

Yes. Nothing is more rare and precious in a technology-saturated world than real attentiveness. That's giving ourselves fully to the person before us in each moment. Look at Jesus. As much as any modern celebrity he faced noise, crowds, and demands; yet he consistently offered his whole attention to the person in front of him. Often this included people everyone else had overlooked: the bleeding woman, blind Bartimaeus, the hated tax collector, the children his disciples viewed as a nuisance.

Becoming an apprentice to Jesus in attentiveness is very difficult. It requires breaking ingrained habits. It starts with an external silence; simply being willing to stand still, stop talking, and turn away from technology for a moment. Ultimately real attentiveness flows from a deeper silence that quiets the internal noise so we can listen fully to others. That kind of silence is cultivated in time away from the crowd, in prayer and solitude, in times of Sabbath rest — being attentive first to God.

**What about the members of the next generation and the speed of the world in which they live?**

The great blessing for today's young leaders is also their great curse: boundless options. From location and job choices, to which blogs to read, the expansive choices can be paralyzing. As a result many live disjointed, distracted, and disintegrated lives. To live well, and to use their gifts fully, young leaders need a holy focus. They need to be willing to say "no" to many good but secondary things so that they can pour themselves fully into a few things.

John 15 talks about God pruning us so that we can be even more fruitful. Young leaders must participate with God in that pruning — from media consumption to extracurricular involvements — in order to concentrate on areas of primary strength and passion.

**What are the implications of this speed of change for ministry executives?**

Well, the vast majority of life's external details will alter fundamentally every five to ten years, from tech gadgetry to business models. In a few years we'll have little use for what we now adore. To sail these choppy waters, we need a North Star. We must connect to wisdom and principles that are just as true on MP3 as they were on vinyl.

I think that comes on two levels. First, the eternal truths revealed in Scripture that have not changed in thousands of years; and second, a clear sense of the unique passions, strengths, and calling that God has given us to help us prioritize amidst an ocean of options. Those two things can help us to live well whatever the contours of our shifting environment.

Nothing is more rare and precious in a technology-saturated world than real attentiveness.

**How do ministry leaders maintain that balance?**

Being overcommitted and overwhelmed is epidemic among Christian leaders. Just this past week, I talked with a well-known young Christian leader, and he shared his travel schedule through the end of the year. He had 12-plus extensive trips back to back to back. His eyes were weary. You know, the church is looking to us as leaders for wisdom, vision, and nourishment. And yet so often we have little to offer but reheated messages and kind of a shriveled soul because we are just continually traveling, speaking, writing — always plugged in.

Leading well requires clear vision to see things others don't. But when our lives are overloaded with activity and noise, we rarely see more than a blur. We must regularly take time away from the noise if we hope to offer the leadership and innovative thinking really needed for our companies, ministries, churches, families, and schools. If Jesus needed this, how can we imagine we don't?

Three disciplines have been especially significant for me: taking daily time with God in quiet reflection in prayer; taking a Sabbath each week, completely blocked off from my to-do lists, Internet, and e-mail; and taking 24 hours away in solitude every six months. That's a gift that my wife and I give to each other twice a year. Making choices like these in the midst of life's intense demands is costly and often hard to do. But ultimately, the cost of not making these sacrifices is even higher.

We need to be very intentional about when we'll harness technology's great capacities and when we will shut it out for more important things. If we fail to make choices like these we will ultimately offer the world little more than an echo of the shallow, trite ideas that it can easily find in a million other places. By carving out time and space for quiet, for listening, for prayer, for reflection, we'll be able to offer vision and wisdom that is very hard to come by these days.

**Finally, to draw on your experience at the White House, what trends do you see in partnering between government and Christian nonprofits?**

Government leaders today affirm the vital role of faith-based organizations in serving the needy in a way you rarely saw 20 years ago. In large part thanks to President Bush's leadership, there is a broad recognition that if you're serious about addressing vital needs, faith-based groups should be a part of the equation. That's very positive.

On the challenge side, the governmental desire to partner with faith-based groups isn't always paired with a willingness to accept the deep faith convictions that actually motivate Christians to serve. They want the fruit of Christian faith, but not the root. Sometimes the conditions for partnering require a neutering of a religious organization's principles on things like abortion or hiring fellow believers. This is already a big challenge and will be even more so in the future.

# Life's Storeroom

## Pursuing a God-given dream.

SHE OPENED EACH BOX and carefully ran her fingers and eyes over the items inside while her heart recalled memories of her daughter, taken too soon by cancer. Unable to face the task before, she had stored her daughter's things away for seven years in the warehouse of a church member. Finally, at 84 years old and no longer able to afford the modest storage cost, she and a friend were — at last — going through her daughter's possessions to arrange their donation to a Christian thrift store supporting the compassion ministry of her church. Knowing these items would help others comforted her.

The apartment was absolutely empty. Not one chair. Not one lamp. Only the kitchen appliances hummed softly. As the men carried in the new king-size mattress and a gently used couch, the few blankets folded in the corner evidenced the family's previous sleeping arrangements. The delivery men were greeted by the squeals and clapping of elated children and the quiet, "Thank you. Thank you," from a father and mother. The smallest boy jumped on the bed as it gently touched the floor and rolled over and over on it, laughing with delight. The family, having arrived in America just a week before, was thrilled with their very first purchase from the Christian thrift shop down the street ...

### So, what's in your storeroom?

This is how life goes at Community Threads Resale shop, the nonprofit Christian thrift store in Buffalo Grove, Ill., that ties these two families together. Things come in with a story and go out for a second chapter.

Two years ago, Community Threads was just a dream that started when I found myself at a crossroads. At that point in time, I decided to take an inventory of my life's "storeroom" to see what was in there that could be useful for my next kingdom assignment. The search revealed that:

1. By practicing law for nearly 20 years and volunteering on various business, church, and university boards, I had acquired a few valuable business capacities.
2. All of the Christian causes that we cared about had a common need — more financial support.
3. Our state and federal governments were broke, so it was up to our local community to do what needed to be done for the underserved.
4. As a Christ follower, my duty as a steward was to invest my material possessions for kingdom purposes.
5. The empty nest that was now my reality meant I had time to take a hard run at something. My life's storeroom became the perfect place in which to dream a dream.

So for the first year I did what lawyers do best — research. I scoured the earth looking at thrift shops — big ones, little ones, effective ones, and failures. Turns out, thrift stores are like restaurants. Some are five stars and some are corner carts with greasy ketchup bottles selling hotdogs. But, low and behold — the secret sauce for what makes a thrift store successful emerged. So armed with the recipe, a business plan, and our "what we could afford to lose" capital, I set about inviting three ministries into a thrift-store collaboration.

### Things come in with a story and go out for a second chapter.

Last month we celebrated the first anniversary of our store's opening. To God's glory, we have logged more than 25,000 volunteer hours, produced over $125,000 in monetary grants, received in excess of 7,000 donations, repaid nearly all of the start-up capital and given away goods worth thousands of dollars to other nonprofits. We even support a Lutheran pastor's comfort dog program because we love dogs and Lutherans.

While we are still young and learning, our model is unique in that it provides an opportunity for different local ministries to come together in the thrift sphere and collaborate for the common good.

Romans 12: 10, 11, and 13 helps keep us on track as we sort, price, sell and give:

*Be devoted to one another in love. Honor one another above yourselves.* (Rom. 12:10)

*Not slothful in business; fervent in spirit; serving the Lord;* (Rom. 12:11 KJV)

*Share with the Lord's people who are in need. Practice hospitality.* (Rom. 12:13)

Today, a mother and son are shopping for a homecoming shirt and tie, an immigrant family is finding their couch, a young man with a learning disability is counting hangers and sipping tea, a retired businessman is testing electronics, and a high school student is listing items on eBay — all together at Community Threads. So, what's in your storeroom?

**ELIZABETH MARING** has practiced law since 1986 and started Community Threads in 2011. She currently serves as a trustee of the Azusa Pacific University and as a director of the Christian Leadership Alliance. She was a director and elder of the Willow Creek Community Church for 13 years until 2007.

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# Facing the Future

## Interview with Dr. Jerry White

**DR. JERRY WHITE IS A BUSY MAN:** In addition to his role as president emeritus and chairman emeritus of the U.S. board of directors of The Navigators; his 37-year active and reserve duty with the Air force; and his 11 years of service on the Christian Leadership Alliance (CLA) board of directors — six of which he spent as board chairman — White is also chair of CLA's brand-new Advisory Council, which will advise CLA as it develops curriculum. Oh, and that's not to mention his service on the board of The Lausanne Committee for World Evangelization, for which he chairs the Lausanne Workplace Network working group. At the 2012 CLA National Conference, White was named a lifetime CLA Consul, to honor his exceptional service to Christian nonprofits and to CLA. Laura Leonard spoke with White about what he sees as emerging trends in Christian nonprofit ministry.

### What do you see as the emerging trends in ministry leadership today?

Certainly one of the biggest is the economy. It's a reality we live with, and so it's something we need to respond to as well as to plan carefully for. It puts a much greater pressure on governance, and on responsibility of the leader to be able to manage well.

We must sharpen our vision and mission much more carefully. When the economics are very good, you can do a lot of things just because you have the resources. But the more resources become constrained, the more focused our ministry goals and objectives have to be.

The government regulatory climate is also becoming tighter and tighter. There is so much that is going on that is affecting us, not only how we use our monies and how we raise our monies, but the whole aspect of reporting. This adds administrative process. The small organizations find it onerous. They're not used to having to fill out all these forms to meet all these requirements.

### What are some of the common mistakes that organizations make when reacting to these changes?

We need to certainly look ahead and prepare, but because governmental regulations are slow in developing, we need to be careful we don't change everything to anticipate what we think might happen. That's why it's very important to be in communication with others who are facing the same thing, and for us to come together to discuss what changes we should make. That is also why a very engaged board of directors, with people on it who have financial expertise, is so important.

### How can CLA help equip leaders for that future?

We provide a network. You network by attending the annual conference and getting information in particular, specified areas; networking with other people who are experiencing what you are experiencing; and networking with business entities that provide services to the Christian nonprofit community. In fact our new advisory council has eight sub-panels with teams of two — one from the ministry side and one from the ministry business side — to address the eight primary lifelong learning disciplines emphasized by CLA: to give counsel to the content, how it's delivered, and how it addresses the actual felt needs of people in the field.

### Tell me about your involvement with the Lausanne Movement.

The Lausanne Movement networks people from around the world so that they're talking to one another across the many denominational and organizational church and parachurch lines. My work is most concerned with the involvement of the laity worldwide. We have to make sure that it's not just the bishops, pastors and missionaries who speak into the Lausanne Movement, but those who will pay for and actually do evangelism on the ground — lay men and women.

# Milestones

**DIED JAHN MASKOWITZ,** North American director of Jews for Jesus, in September. He was 64. Born and raised as the child of Holocaust survivors, he directed the Chicago branch for more than 20 years before leading the organization's 10 U.S. offices.

**APPOINTED ROLAND C. WARREN,** as president and CEO of Care Net. Warren previously served for more than a decade as President of the National Fatherhood Initiative. He succeeds Melinda Delahoyde who served in this role for five years.

**APPOINTED EDWARD BLEWS JR,** as president of the Council for Christian Colleges and Universities (CCCU). Blews formerly served as the president of the Association of Independent Colleges and Universities of Michigan (AICUM).

# HEADLINES:

## CLA Anaheim 2013 (Register by Dec. 31, 2012, to Save!)

The 2013 CLA National Conference in Anaheim, California, April 30-May 2, 2013, offers higher thinking for today's Christian leader. We'll explore Authentic Leadership with speakers like Pat Lencioni, Dr. Henry Cloud, Dr. John Townsend, Ellie Lofaro, Dr. Leighton Ford, Wess Stafford, and many more. Our 85 workshops and 21 full-day ITI seminars go deep in eight core areas of CLA lifelong learning. And this year we're offering three unique one-day learning experiences for CEO's, Women in Leadership, and Next Generation Leaders. Join thousands of your ministry colleagues in Anaheim! (CLAConference.org)

## CLA Online Learning

On Jan. 14, 2013, CLA is offering eight dynamic, interactive online courses in the fields of: resource development, financial management, executive leadership, Internet and technology, board governance, and people management and care. Registration deadline is Jan. 7, 2013! Sign up today for these cost-effective, in-depth, 10-hour

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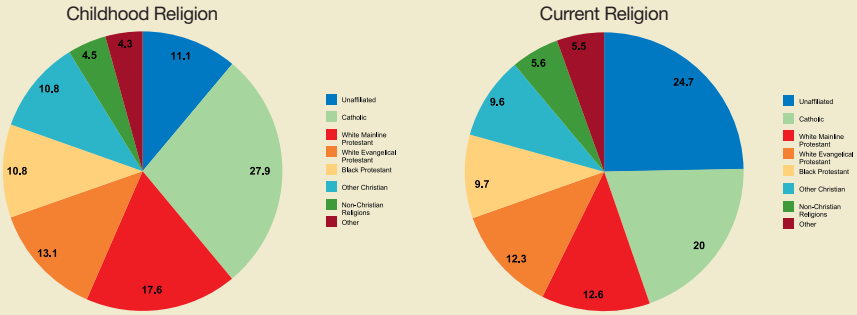
## LOSING THEIR RELIGION

In April, The Berkley Center for Peace, Religion and World Affairs of Georgetown University and the Public Religion Research Institute surveyed 2,013 18- to 24-year-olds on their moral and religious values. The study showed that Millennials are walking away from childhood faith in record numbers — 55 percent of those who now identify as unaffiliated identified with a religious group in their childhood. Catholics and mainline Protestants saw the most losses, with 8 and 5 percent respectively shifting out of these childhood affiliations, while white Evangelical and black Protestants saw relatively small losses of 1 percent each.

## RELIGIOUS AFFILIATION




For more information on this study, go to *berkleycenter.georgetown.edu/publications/millennial-values-survey-report*


# The latest ministry news and trends

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## Schools Challenge Contraception Mandate

When a provision in the Affordable Care Act requiring health insurance companies to provide free contraception services for women went into effect in August, many religious employers across the country decided to take a stand against the mandate by filing lawsuits against the Department of Health and Human Services.

Any organization that does not cover contraception by Jan. 1, 2013, will begin to face fines for not complying with regulations. Dozens of Catholic and Evangelical schools and organizations have challenged the mandate on the grounds that it violates the right to free exercise of religion. In June a group of interfaith leaders from groups including Wheaton College, World Vision, World Relief, and Evangelicals for Social Action cosigned a letter registering their "grave concern" to Secretary of Health and Human Services Kathleen Sebelius. Hobby Lobby and Tyndale House Publishers are among those who have filed lawsuits against the Department of Human and Health Services.

Additionally, judges dismissed lawsuits filed by Republican attorneys general in Nebraska, Florida, Michigan, Ohio, Oklahoma, South Carolina, and Texas that challenged the rule on the grounds that it violated the rights of employers that object to the use of contraceptives, sterilization, and abortion-inducing drugs.

For up-to-date information on where the various lawsuits and legislation stands, see The Becket Fund for Religious Liberty's information central at becketfund.org/hhsinformationcentral.

## Measuring Perceptions of Nonprofits

In August, Grey Matter Research released "Where'd My Money Go?" — a survey of more than 1,000 American adults on their perceptions of nonprofit management. While 25 percent of those surveyed have a "highly positive" view of the financial efficiency of nonprofits, 22 percent characterize their view as "highly negative."

On average, people believed that nonprofits spend 36 cents of every dollar on overhead — a figure they think is on average 14 cents too much. Those with a "highly negative" view estimated that nonprofits spend 60 cents per dollar on overhead.

Age also impacted views of nonprofit efficiency. Of Americans under age 35, 52 percent believe the typical nonprofit spends more than necessary on overhead, compared to 69 percent of those over 50.

The study revisits an identical 2008 survey. Grey Matter President Ron Sellers said he wanted to assess the public's perception of charities in light of the recession.

"So much has happened, financially and socially," he said. "Nonprofits are struggling, and there seems to be a concentration on intelligent financial design, belt tightening, things like that. I was curious whether any of that had any effect as to how people saw nonprofit organizations … It was so identical I had to re-check the figures and make sure we didn't use the data from 2008."

The Better Business Bureau Wise Giving Alliance recommends fundraising costs not exceed 35 percent of related contributions.

# GENERATION iY

# EQUIPPING THE FUTURE LEADERS OF CHRISTIAN NONPROFITS. By Tim Elmore

I JUST GOT OFF THE PHONE with a business friend. He and I chuckled over an interview he'd just conducted with a recent college graduate. The candidate was a bright and overconfident female who told him in the midst of their conversation: "I'm going to have your job in 18 months."

Needless to say, my friend passed on hiring her. What she lacked in self-awareness she made up for in a sense of entitlement. Sadly, my friend concluded, "I'm giving up on these kids. I'm gonna just wait for the next generation to come through in 20 years."

While I understand his sentiment, I cannot agree with his conclusion. We must not give up on this generation of young people. Regardless of our experiences, we must embrace our role as mentors and prepare them to move from backpack to briefcase.

If you'll stay with me in this article, I plan to explain exactly why this is a must.

## A DEMOGRAPHIC EXPLOSION

Have you been keeping up with demographics? Almost half the world's population is 25 and under. That's about 3 billion young people. If we're really serious about reaching the world, we must get serious about understanding and connecting with these kids.

Just three years ago in America, Generation Y reached a milestone. (Generation Y is comprised of youth born between 1984 and 2002). They're now the largest generation in American history, passing up the baby boomers in size at 80 million people.

I call the youngest members, born since 1990, "Generation iY." I use this term because they've grown up online, impacted by the "i" world — iTunes, iPhones, iPods, iMacs, iPads — and for many of them, life is pretty much about "I." We've raised a more self-absorbed batch of kids than their earlier counterparts.

Much more than their predecessors in Generation X, young people from Generation iY seem to be acting as a generational group. In some ways, the university students I talk to in the U.S. feel they belong to each other. They're truly connected, both via technology as well as a community across the globe.

Ron Alsop, in his book *The Trophy Kids Grow Up* (Jossey-Bass, 2008) quotes the recruiting chief at L'Oreal, Francois De Wazieres, who agrees that these kids are surprisingly similar. "One thing I find to be very universal is that they have international experiences, are eager to take on the world and value their relationships ... whether they are from Malaysia, India, France, Argentina, or the U.S; they wear similar clothing, have the same iPods, and mix and connect easily. Two hours after meeting, they're probably best friends on Facebook." This, of course, doesn't sound bad. What's wrong with a tight-knit demographic like this?

Let me begin with one phenomenon: the delay in adult responsibility. I have lost count of the number of university deans who have said to me, "26 is the new 18." When I wrote the book *Generation iY* in 2010, about 60 percent of students were moving back home after college. According to *The Baltimore Sun*, the number is now 80 percent.

It's a "Twixter" phenomenon in America where young adults just aren't ready to grow up, lingering somewhere between childhood and adulthood. The U.S. isn't the only nation battling this situation either. In some countries, it's even worse.

In England, they're called KIPPERS, which stands for "Kids in Parent's Pocket Eroding Retirement Savings." British twentysomethings are staying at home with mum and dad to fight the rising cost of living. The median age for marriage: males 29.7; females 27.7. In Canada, they're called "Boomerang Kids" — kids who return home when finished with school. In Japan, they're called "Freeters." In Germany, they are called "Nesthockers," literally translated as "nest squatter." Research suggests the reluctance of Germans to move out could be that they see their parents as friends. Median age for marriage: males 30.3; females 27.1. Italy has its own term: Mammone. It's a description of young adults who won't give up Momma's cooking. According to a Jan. 24, 2005, *TIME* magazine article "Meet the Twixters," the number living at home had grown nearly 50 percent in the past decade.

To be clear, returning home is not the end of the world. The problem is these kids are moving home without a plan. They get stuck, as mama is all too happy to do their cooking and cleaning.

The MacArthur Foundation, which sunk millions of dollars into studying this reality, suggests that adolescence doesn't really end until 34 years old. This delay seems to be sweeping the world. Are these trends a coincidence or is there some connection? What will it mean to our future?

Some may view this generation's size and connection as a warm, fluffy phenomenon that has no downside. I hope they are right. Unfortunately, with my ear to the ground, I am picking up some signals that could be trouble if we fail to respond well. Let me tell this story beginning with Generation iY in America.

## RISING GENERATION – RETIRING GENERATION

Our situation has even greater ramifications than the ones above. Because we have two large generations sandwiching a smaller one in between, we have a new challenge on our hands here at home. The following two points summarize the challenge in front of us:

1. Young people (Generation Y) will be entering the marketplace in greater numbers and more quickly than we can prepare them.
2. Older people (the baby boomer generation) will be retiring in greater numbers and more quickly than we can replace them.

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# This is one of the most crucial tests we'll face in our lifetime.

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This is one of the most crucial tests we'll face in our lifetime. It will impact everyone and yet few seem aware of the dilemma it presents for our generation. Unless we raise the standard for kids today and help them to think and act like authentic leaders, they will not be ready for the responsibility thrust on them as they enter adulthood.

A Nov. 6, 2005, *USA Today* article by Stephanie Armour — "Generation Y: They've arrived at work with a new attitude" — indicates that Generation Y is the fastest growing segment of the workforce. With immigration, some social scientists say it could reach 100 million strong. While the generation of younger children is much smaller (in America, some call them "Homelanders," as they were born after the launch of the Department of Homeland Security), there is a swelling of teens and twenty-somethings.

Here's why our problem is amplified in America. The baby boomers (78 million) are aging. The first wave has already begun retiring. In fact, during the next decade, about 45 percent of the workforce will vanish. And they'll continue retiring for the next 18 years. There is a much smaller population behind them — Generation X (46 million). Just do the math and you can see there are not enough leaders within Generation X to fill the spots vacated by the baby boomers. Someone must fill those roles. Ready or not, our kids today will be our leaders tomorrow.

## OUR CHALLENGE WORLDWIDE

What we have discussed so far is sobering, but it's not nearly the most critical part of the equation with Generation iY globally. The history of large youth populations provides a glimpse of what could happen in the future. We must beware. If history repeats itself with this new mammoth, connected generation, we could see the largest expression of revolt the world has ever seen. Let's examine two major facts:

**FACT:** Today, almost half of the world's population is 25 years old or younger.

I just read the numbers from the U.S. Census Bureau. The population of kids worldwide from birth to college age is 2,987,230,232 — that's nearly three billion people. I've said it already — there is a worldwide swelling of young people.

Admittedly, some European countries and even Japan face the opposite problem — not enough kids — but much of the rest of the world is quite different. While people do live longer, the birthrate is surpassing older generations — in some countries at an alarming rate.

The average age in India (the second largest nation in the world) is mid-twenties. Many people in African nations won't even see their 30th birthday due to the AIDS pandemic. These youth serve as teachers, nurses, and postmasters long before they're ready because elders are gone. These kids desperately need guidance.

**FACT:** When there is a bulge in the youth population, violence follows.

Gunnar Heinson, a social scientist at the University of Bremen in Germany has uncovered some startling patterns. After studying centuries of history, he concludes that when 15- to 29-year-olds make up more than 30 percent of the population, violence occurs; when large percentages are under 15, violence is often imminent.

The causes for such violence can be immaterial. Whether the country is rich or poor, whether they experience good conditions or bad, violence and passion follow a bulging population of youth. This explains Ireland 90 years ago. It explains Africa over the last 50 years. It explains Latin America in the 1980s and Europe in the 1500s. For that matter, it explains the violence America experienced in the 1960s. It was primarily the young baby boom population rioting on the university campuses or in the streets.

Today there are 67 countries where a youth bulge exists (that is, populations where more than 30 percent are young adults or kids). Sixty of those countries are presently in civil war or are experiencing mass killings.

Heinson has written an eye-opening book called *Sons and World Power*. In it, he documents this history of youth and violence. It matters not if the countries are civilized or not. It is more about the next generation finding a place to express their identity. Without healthy guidance, they'll join any cause and enter into anarchy. Don't believe me? Just watch them. Of the 27 biggest youth bulge nations, 13 are Muslim. Those kids will find expression and may take it out on the rest of the world.

### CHANGING OUR MINDS ABOUT GENERATION IY

So, how should we lead these young people? May I talk straight? We must master the art of mentoring them and leading them. Let me suggest seven shifts we must make:

### 1. DON'T THINK CONTROL, THINK CONNECT.

Often our ambition as a parent or leader is to seize control. Studies show that parents who over-program their child's schedule often breed kids who rebel as teens. Instead, wise leaders work to connect with them. Why? Because once we connect, we build a bridge of relationship that can bear the weight of truth. We earn our right to influence them.

### 2. DON'T THINK INFORM, THINK INTERPRET.

This is the first generation of kids that don't need adults to get information. It's coming at them 24/7. What they need from us is interpretation. Their knowledge has no context. We must help them make sense of all they know as they build a wise and healthy worldview.

### 3. DON'T THINK ENTERTAIN, THINK EQUIP.

I've seen parents who are consumed with entertaining their child. I know teachers who approach their classrooms the same way. A better perspective may be: how can I equip these young people for the future? If I give them relevant tools to succeed, they'll stay engaged. Happiness is a byproduct. True satisfaction comes from growth.

### 4. DON'T THINK "DO IT FOR THEM" THINK "HELP THEM DO IT."

Adults have been committed to giving kids a strong self-esteem for 30 years now. According to the American Psychological Association, healthy and robust self-esteem actually comes from achievement, not merely affirmation. We lead for the long term, not the short term. Sure, it's quicker to do it yourself — but it's better to transfer a skill.

**So, how should we lead these young people? May I talk straight? We must master the art of mentoring them and leading them.**

### 5. DON'T THINK IMPOSE, THINK EXPOSE.

When adults become scared a kid is falling behind, they tend to impose a rule or a behavior on them. While mandatory conduct is part of life, if kids feel forced to do it, they usually don't take ownership of it. It becomes someone else's idea, not theirs. Why not think "expose" instead of "impose." Show them something. Give them an opportunity they can't pass up.

### 6. DON'T THINK PROTECT, THINK PREPARE.

We are paranoid about the safety of our kids. Sadly, in our obsession over safety, we've failed to prepare them for adulthood. Instead of fearing for them, it's better to recall our entrance into adulthood and discuss what we learned that helped us succeed. The greatest gift we can give our children is the ability to get along without us.

### 7. DON'T THINK LECTURE, THINK LAB.

When young people do wrong, we're predisposed to lecture them. While it's a quick way to transmit an idea, it's not the best way to transform a life. We must create experiences from which they can process truths — like science class — a lab with a lecture. They're not looking for a sage on the stage with a lecture, but a guide on the side with an experience.

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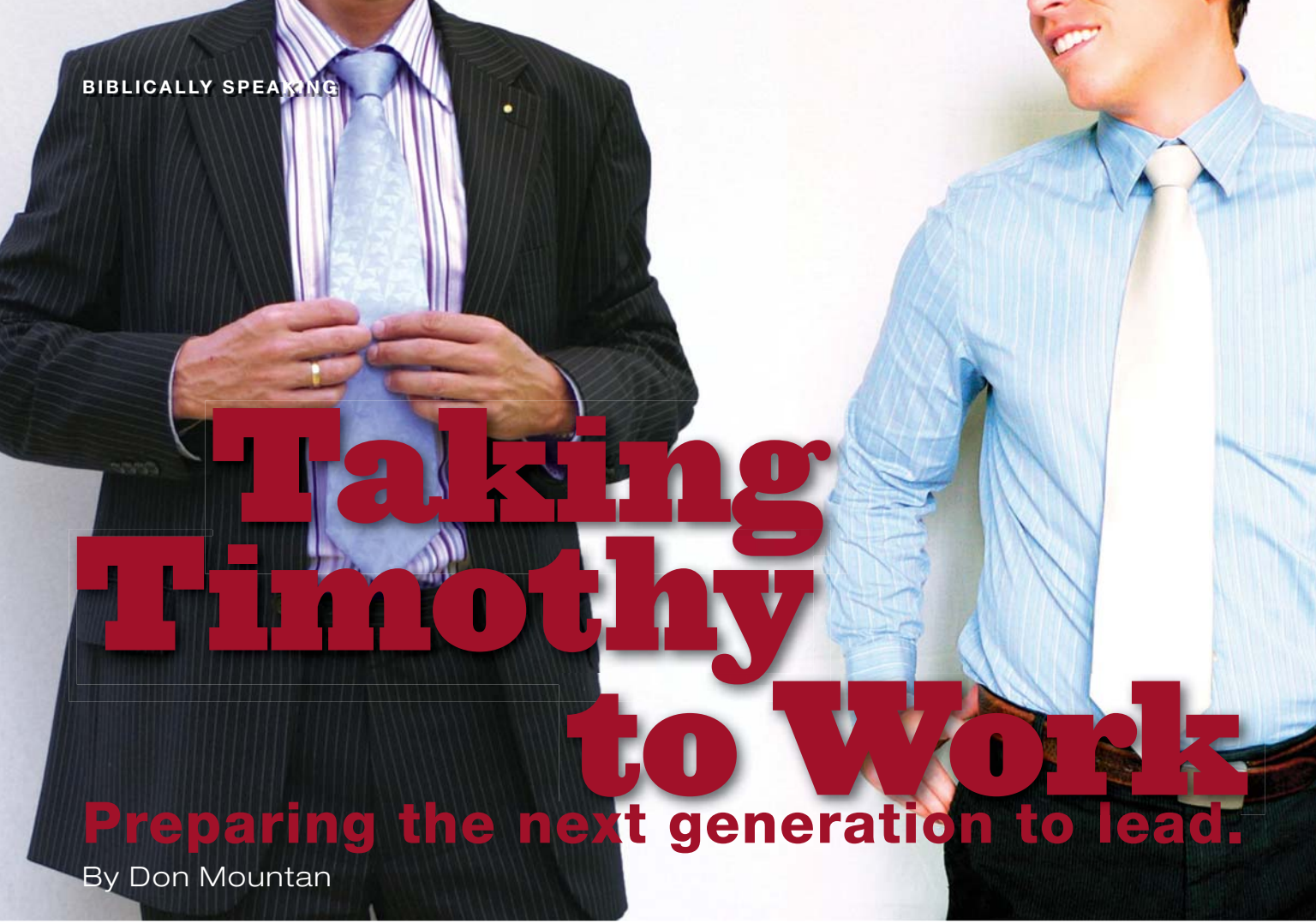
**TIM ELMORE** is a speaker, author and founder/president of Growing Leaders (GrowingLeaders.com), an international nonprofit organization created to mentor and develop emerging leaders. Tim has written more than 25 books, including the best-selling series: *Habitudes® - Images That Form Leadership Habits and Attitudes, Generation iY: Our Last Chance to Save Their Future*, and his latest release, *Artificial Maturity:*



# Taking Timothy to Work

## Preparing the next generation to lead.

By Don Mountan

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AFTER 40 YEARS IN VARIOUS LEADERSHIP ROLES, I've come to appreciate the value of taking Timothy to work. I believe that the central truths from Paul's letter to his protégé Timothy are at the heart of leadership.

Paul had known, worked with, trusted, suffered with, and deeply loved Timothy for over 15 years. It is interesting to note, then, that in two personal letters, Paul first reminded Timothy of his authority as an apostle of Christ Jesus sent by God as a witness of Christ and his teachings. Paul taught and modeled for Timothy "sound doctrine," which covered the full range of doctrines, attitudes, behaviors, goals, strategies, worldview, and faith that was given by God to Paul.

This is much more than an oversimplified message about salvation or an undefined "Golden Rule." As Paul passed the baton of leadership, he wanted Timothy to remember and have confidence that his leadership is well-grounded on comprehensive divinely revealed eternal truths. It came from Christ through his apostles. Like Timothy, we must study, understand, believe, model, teach, defend, pass on, and apply to every leadership issue this comprehensive body of Christ-centered truth. It is at the heart of biblical Christ-centered leadership.

Secondly, Paul makes clear that love must be the goal of all our instruction. People with a firm grasp on a comprehensive system of apostolic doctrine are often given to arrogance and impatience. Many of the Ephesian leaders, with whom Timothy was serving, grew intolerant of doctrinal error but fell away from loving Christ and others. The goal of our instruction is to love "from a pure heart and a good conscience and a sincere faith." (1 Tim. 1:5, ESV)

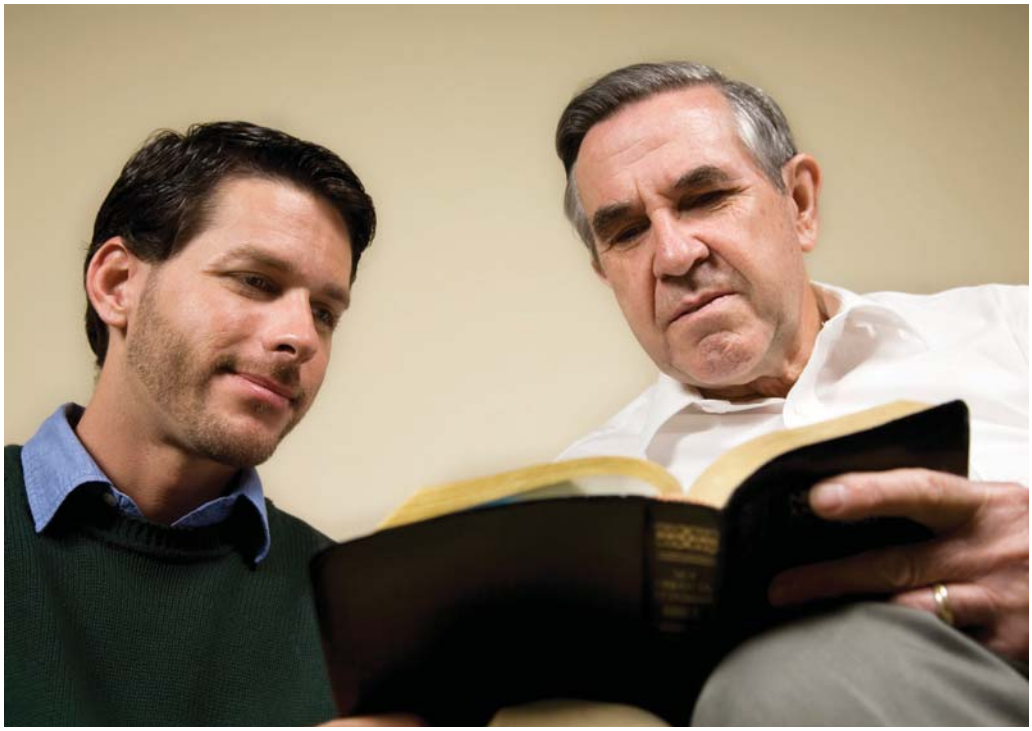
By highlighting some troublemakers in Timothy's church, Paul teaches that the goal of Christian leadership is not to satisfy personal ambition or agendas for self-advancement. Christ-like thinking should result in Christ-like self-sacrificial acts that add kingdom value to others.

Christ-like love is more than respect for another. It is more than doing what we want others to do for us. We are to sacrifice ourselves to add eternal kingdom value to others. Only through such love will the kingdom of God be advanced. To achieve this goal of love, we must be concerned about the heart, conscience, and sincerity of the faith of those we lead. We must be concerned about much more than skills development, production schedules, and bottom lines.

Having been released and enabled to love by Christ, we are free to lead in a way that shows sincere concern for the issues of the heart, conscience, and faith of those we lead. John Maxwell has rightly said, "People do not care how much you know until they know how much you care." At the heart, biblical Christ-centered leaders are lovers — first and foremost.

A third truth Paul taught to Timothy is the priority and practice of prayer regarding all people in authority. Like Timothy, we face issues arising from the less than ideal exercise of authority at many levels in our churches, organizations, nations,

and cultures. While there are many useful skills we can learn in order to exercise authority, manage expectations, and avoid, resolve, or cope with conflict, Paul reminds Timothy that prayer is our first priority in regard to all people in authority.



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Prayer is vital to a peaceful, quiet, and dignified culture at any level — in any sector — of society. Our prayer is accompanied with "lifting up holy hands" and is consistent with our profession of godliness. (1 Tim. 2:8) It must arise out of a lifestyle set apart for the Lord's service. Prayer is to be focused on seeing the authorities come to the knowledge of the truth through one mediator, Christ Jesus.

Such a prayer focus is concerned for much more than the economic, judicial or political outcome we prefer. It is concerned for the salvation of the individual in authority and their sanctification through grace by faith in Christ. It is concerned that those in authority grow in wisdom and the ability to be godly stewards of the authority the Lord has entrusted to them. It is concerned about their heart, conscience, and faith. The most effective leaders are those who seek to solve problems at the level of cause. That includes problems with all people in authority. Authority issues are often issues that are only solved at a spiritual level. At the heart, leaders are intercessors.

Another truth from Timothy that we can take to work is the intentionality of developing and evaluating future leaders based on their character. When Paul instructs his next generation leaders — Timothy and Titus — about choosing leaders, he focuses almost exclusively on character. Leadership skills are very important, but not of first importance.

To use one of Jesus' metaphors: Good fruit comes from a good tree. (Matt. 7: 15-20.) A person's character displays his or her heart, deepest held values, priorities, passion, trustworthiness, and goals — all of which shape why, how, who, and where they will lead. The character qualities listed by Paul in I Timothy 3 and Titus 1 will identify the "good trees" that can be cultivated, pruned, and shaped to bear much fruit — then reproduce the next generation of good trees. Right character will seek to learn every fact and skill needed for excellent job performance. Highly valuing and intentionally developing godly character in others is at the heart of leadership.

The fifth and most challenging truth is to be intentional about our personal life and example. In First Timothy, Paul counsels his protégé how to engage, disciple, and discipline others: the ignorant and ambitious (1 Tim. 1:3-11); people in authority (1 Tim. 2:1-15); prospective leaders (1 Tim. 3:1-13); older and younger men and women (1 Tim. 5: 1-2); widows and their families (1 Tim. 5:3-16); good and bad leaders (1 Tim. 5:17-22); employees (1 Tim. 6:1-2); and the rich (1 Tim. 6:6-10).

It is certainly important to learn how to deal with others. Much can be learned from Paul's instruction. But, it is even more important to learn how to deal with ourselves.

> *Have nothing to do with irreverent, silly myths. Rather train yourself for godliness; for while bodily training is of some value, godliness is of value in every way, as it holds promise for the present life and also for the life to come. The saying is trustworthy and deserving of full acceptance. For to this end we toil and strive, because we have our hope set on the living God, who is the Savior of all people, especially of those who believe.*
>
> *Command and teach these things. Let no one despise you for your youth, but set the believers an example in speech, in conduct, in love, in faith, in purity. Until I come, devote yourself to the public reading of Scripture, to exhortation, to teaching. Do not neglect the gift you have, which was given you by prophecy when the council of elders laid their hands on you. Practice these things, immerse yourself in them, so that all may see your progress.* (1 Tim. 4:7-15 ESV)

We all know the reason for the cliché "A picture is worth a thousand words." What we do and who we are has greater impact than what we say. The truths from Paul's letter to Timothy are at the heart of biblical, Christ-centered leadership. At the heart of a leader is a lifelong challenge to be able to say, as did Paul, "Be imitators of me, just as I also am of Christ." (1 Cor. 11:1, NASB) ●

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**REV. DON MOUNTAN** is the founder and executive director of Equipping Leaders International (ELI), which equips strategic Christian leaders to lead biblical transformation in marriage, church, education, and business sectors. ELI works in 14 developing nations. (EquippingLeadersInternational.org)

# Developing Future Leaders

## Why your nonprofit needs a Plan A

by Kirk Kramer and Preeta Nayak

Leadership development has been on the front burner of our conversations with nonprofit leaders since at least 2006, when Thomas J. Tierney, co-founder of our organization, the Bridgespan Group, wrote a seminal white paper called "The Nonprofit Leadership Deficit." The paper warned that the nonprofit sector would need to hire as many as 640,000 new senior managers within a decade. By 2016, the sector would need 80,000 new senior managers every year. ///"The Nonprofit Leadership Deficit" resonated strongly with the nonprofit community and has gone on to become Bridgespan's most widely cited publication. Since its appearance, we have heard from leaders of a wide range of nonprofits, who all recognize the need to develop a new generation of leaders if they want to sustain their mission. But they want to know how. With barely enough resources to keep current activities going, how can they make an investment in building future leaders' skills?

Even if they could scrape together the funds, where would they find the time when everyone is already working at full capacity?

It's true that investment in leadership can feel like a luxury compared with investing in the needs that lie at the heart of a nonprofit's mission. But failure to invest in leadership — as well as services — puts the entire mission at risk. As Tierney wrote in 2006, "Nonprofits increasingly do the work required to fulfill our desire for a civil, compassionate, well-functioning society. And nonprofits can fulfill their missions only with effective and committed leadership."

That is why Bridgespan has written a guide to leadership development for nonprofits called *Plan A: How Successful Nonprofits Develop Future Leaders*. It collects the best practices of organizations whose leadership development efforts can serve as a model for other nonprofits. Rather than treat leadership development as a "bolt-on" to their existing work, these nonprofits integrate it into their everyday activities. Leadership development is a regular item on the agendas of the board and senior leaders — and it's baked into the performance review process. Work is assigned with an eye toward building leadership capacities, and managers are expected to help their direct reports build up their leadership muscles. Few of these activities are a burden on their budgets. Instead, existing processes are consciously tweaked to incorporate leadership development opportunities.

The guide explores five linked processes whose centerpiece is what we call "Plan A." In essence, Plan A (a term we borrowed from American Express Corp. CEO Ken Chenault) is a vision of an organization's future leadership team (say, three to five years out), including the capabilities and roles needed to achieve its strategy, and an overview of the development steps needed to build that team.

Nonprofits create a Plan A by defining the likely challenges and needs of tomorrow, inferring the leadership qualities required to meet them, and building those qualities systematically in high-potential staff members. It differs from most succession plans by linking strategy and leadership needs, and by focusing on the future rather than on simply replacing existing positions.

The five processes that build to — and proceed from — Plan A are:

1. **Engaging Senior Leaders**. In organizations that build leaders for the long-term, the CEO or Executive Director is the de facto chief talent officer. She signals the importance of leadership development, sets expectations for her team, and puts the process in motion by first developing her direct reports and then asking them to do the same for their teams. It's also the CEO's job to determine when and how to engage the board in leadership development; if she doesn't, the board is likely to remain a bystander, to the detriment of the overall effort.
2. **Understanding Future Needs**. We have found that organizations that successfully develop future leaders regularly identify how the organization may change over time, then proactively develop their teams or bring in new talent to succeed under changing circumstances.

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## The Bridgespan Group

**HEADQUARTERS** Boston, Massachusetts
**FOUNDED** 2000
**CHAIRMAN/CO-FOUNDER** Thomas J. Tierney
**MANAGING PARTNER/CO-FOUNDER** Jeffrey L. Bradach
**MISSION** The Bridgespan Group is a nonprofit advisor and resource for mission-driven organizations and philanthropists. We collaborate with social sector leaders to help scale impact, build leadership, advance philanthropic effectiveness, and accelerate learning.
**KEY SERVICES** Our services include strategy consulting, executive search, and leadership development, philanthropy advising, and developing and sharing practical insights.
**CLIENTS** The Salvation Army USA, YMCA, America's Promise Alliance, Big Brothers Big Sisters of America, Boys Town, Good Shepherd Services, Independent Sector, North Cambridge Catholic High School, Outward Bound USA, et al.
**WEBSITE** www.bridgespan.org

**Nonprofits can fulfill their missions only with effective and committed leadership.**

3. **Developing Future Leaders.** Leaders develop primarily through well-designed on-the-job experiences. Research has shown that the most effective leadership development follows a 70-20-10 model, in which leaders are developed by integrating on-the-job learning (70 percent), coaching and mentoring (20 percent), and formal training (10 percent). While many nonprofits offer their staff a variety of "stretch" opportunities, the most successful are systematic and intentional in how they provide those opportunities, building the right skills in the right people over time. Similarly, mentoring and formal training are carefully targeted so that leaders receive supports when needed most (for example, when a staff member is transitioning into a new leadership role).
4. **Hiring Externally to Fill Gaps.** Few nonprofits can fulfill their Plan A through internal promotions alone. But by fostering a robust two-way information exchange with top job candidates and supporting new hires through the on-boarding process, they can ensure that their search efforts result in a candidate that meets their leadership priorities and is set up for success upon arrival.
5. **Monitoring and Improving Practices.** Nonprofits can't manage their leadership development processes without measuring them. The Plan A pros among nonprofits gather data to ensure that they are implementing what they set out to do: making progress toward their Plan A goals and continuously improving their leadership development processes.

We won't kid you: It's a long-term undertaking demanding ongoing attention. And often the biggest challenge can be knowing where and how to start. So we have developed a few suggestions for nonprofit leaders just beginning their leadership development journey.

- **Begin at the Beginning.** Complete our "Leadership Development Diagnostic Survey," which you will find at (bridgespan.org/LeadershipDiagnostic). It will help you determine what leadership development activities you have in place and how to think about stepping up to the next level.
- **Engage Your Senior Leaders**. If you are the CEO, ask the members of your senior team to add a personal- and organizational-development objective to their annual goals. Hold team members accountable for progress against their objectives. Let them know that you have set similar goals for yourself as well and that the board will review your progress.
- **Understand Your Future Needs.** Gather your senior team for a once a year offsite to discuss where the organization is going and the potential of their direct reports to move into more senior roles. In discussion with your team, develop a common view of the key positions you'll likely need to fill and the skills and capabilities those positions will require. Then create a Plan A for your senior team. Update it annually and share it with the board.
- **Develop Your Future Leaders.** Meet twice a year with each of your direct reports to discuss their progress against their leadership development goals. Again, don't create something new. Your organizational calendar probably already calls for periodic review meetings — capitalize on them by adding development goals to the agenda. In these conversations, work with each of your direct reports

(continued on page 22)


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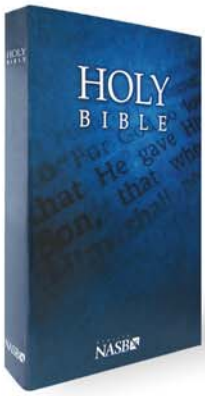


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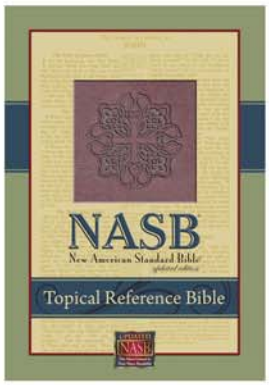


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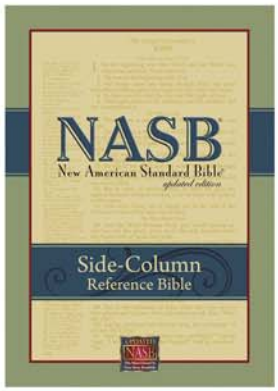


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to identify the competencies they need to develop. Reach an agreement on the activities that are most likely to build those competencies, keeping the 70-20-10 framework in mind. Allocate assignments so that staffers are doing work that builds specific leadership capabilities and at the same time accomplishes the organization's objectives.

- **Hire Externally to Fill Gaps.** Identify the areas where you will likely need to hire externally to meet future needs. External hiring is often more necessary at small and medium-sized organizations where a wide management-skills gap separates, say, the finance director and the bookkeeper who reports to her. In such cases, you'll likely have to hire externally to replace the finance director — or, if the organization is growing rapidly, create a new chief financial officer role.
- **Monitor and Measure Your Progress.** First, set targets for accomplishing the work of the previous items on this list. Next, you should report on your organization's progress against those targets to your senior team and the board. And finally, during annual goal-setting discussions with the senior team and the board, determine leadership development priorities for the coming year.

**In organizations that build leaders for the long-term, the CEO or Executive Director is the de facto chief talent officer.**

You may notice a subtle change in culture once your organization has incorporated these activities into its everyday routines and rhythms. Leadership development finds its way into work conversations, and people begin to look at job assignments, tasks, projects, and functions not just as work to be done, but also as opportunities to build leadership muscle. Skilled talent developers enjoy the respect and admiration of the organization, which gains a reputation as a place where people with high potential and aspirations can make the most of their abilities. When that happens, congratulations are in order — you have built a leadership culture that can sustain the organization, whatever the future might bring.

**KIRK KRAMER** is a partner with The Bridgespan Group and head of the organization's leadership initiatives. **PREETA NAYAK**, a manager in Bridgespan's San Francisco Office, manages the leadership initiatives. They are co-authors of the just-released guide: *Plan A: How Successful Nonprofits Develop Their Future Leaders* published in hard copy, November 2012. You can also find it online at (Bridgespan.org/plan-a-leaders).

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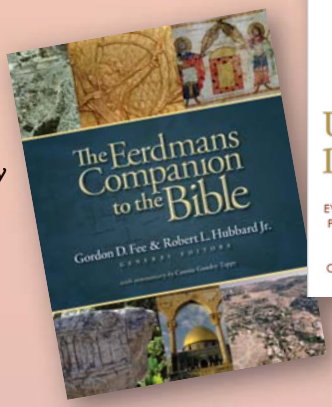


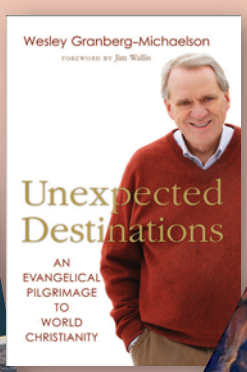



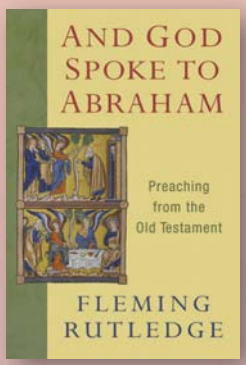


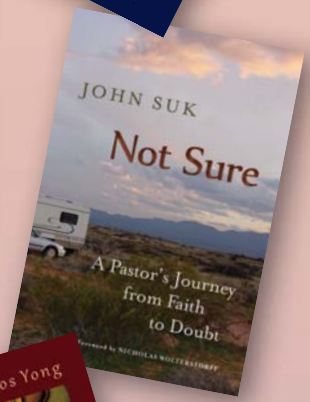


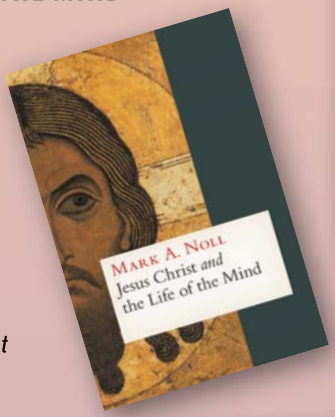


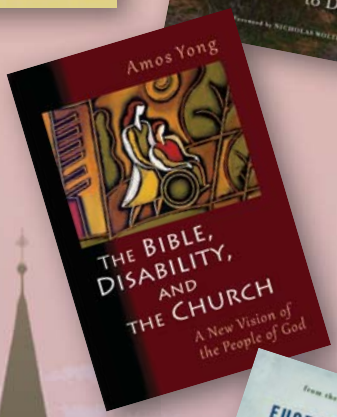


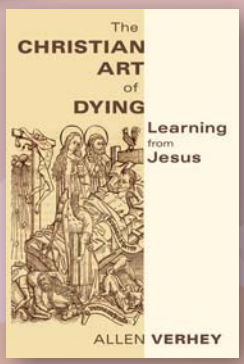


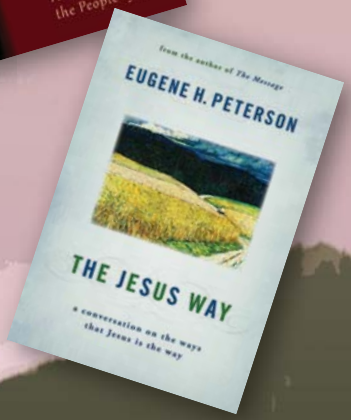


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# On the Horizon

## Underlying trends that can impact your ministry.

By Jim Canning

MINISTRIES TODAY FACE MANY CHALLENGES. Leading a ministry can be difficult at times. Raising needed funds, attracting donors, recruiting staff, and determining new strategies must all be done in a world that is becoming more uncertain and is constantly changing. One of the dangers in this environment is that leaders are often so busy dealing with day-to-day issues that they don't have time — or simply fail — to look ahead and see what may be on the horizon.

In 1982, management writer John Naisbitt wrote his classic book, *Megatrends*, which sold more than 14 million copies. For many this book introduced a new way of looking at things. It showed how to go beyond existing conditions to analyze underlying trends and their impact upon businesses and society. But looking at trends is not just for businesses. Ministry leaders must also be aware of developments that are affecting their ministries right now — or may affect their ministries in the future.

A trend is a general direction in which something is changing or developing. It helps us see what may be in store for the future so that we can plan accordingly. Trends can be both positive and negative. Positive trends can help identify new technologies, areas of growth, and other potential opportunities. Negative trends warn us of possible problems, changing donor interests, situations to monitor, and areas that may need special attention by the organization.

And all of this is biblical. Proverbs tells us, "Any enterprise is built by wise planning, becomes strong through common sense, and profits wonderfully by keeping abreast of the facts" (Prov. 24:3-4, TLB). It further tells us: "A sensible man watches for problems ahead and prepares to meet them" (Prov. 27:12, TLB). Looking at trends is one way of helping us to "keep abreast of the facts."

Strategy, according to famed management writer Peter Drucker, is about knowing where your organization is today, where you want to take it, and how you are going to get there. Understanding key trends will help you in determining the best strategy for your organization.

A major issue that affects every organization in one way or another is the impact of the "life-cycle curve." Most ministries go through a life cycle that follows a similar pattern. It generally starts with a person — the founder — who has the original vision, such as Bill Bright (Campus Crusade), James Dobson (Focus on the Family), and the like.

Next, it becomes a *movement* — for example, Youth for Christ and Evangelism Explosion, among others. This phase is characterized by rapid growth, staff additions, increasing income, and so forth.

As a ministry matures, it generally enters the third phase, called the machine phase. At this point, the main programs are well established, growth tends to level off, and operating patterns are fairly predictable and routine.

The fourth phase, the *memory* phase, begins when the organization starts to decline. This often occurs when the original founder or leader dies or retires and the organization must find a new leader. Knowing where your organization is on the life-cycle curve can help leaders operate more effectively.

Because of this cycle, and the fact that many of today's ministries were founded by baby boomers, another current trend is changes in leadership. A mistake ministries often make, however, is to wait too long before addressing this issue. Leading a ministry is a unique challenge and calling. Proper time and consideration must be given if changes in leadership are to be most effective.

Dealing with increasing global economic problems is another major development ministries are currently facing. Lack of economic growth, increasing unemployment, minimal returns on investments, and rising costs, are all having an impact on the ability of individuals to give to nonprofits.

On a different note, a positive trend today is the increasing interest in short-term mission trips. According to *Christianity Today,* over 2 million Americans go on short-term mission trips each year, and that number is rising. While there are many good things about this movement, the economic implications must also be considered.

It is estimated that over $2 billion a year (U.S.) is spent on short-term mission trips — funds generally raised from family, churches and friends. If all that $2 billion represented "new" or additional funding for ministries it would be a double blessing. The truth is, however, that a large portion of this money is simply giving that is being redirected from other missionaries or needs.

At the same time, wonderful work is being accomplished, and surveys show that most young people who dedicate themselves to missions today first became interested due to a short-term mission trip. As noted, there are positives and negatives to this trend, but it is another example of the benefit of understanding trends that can impact your ministry.

Another development with a direct impact upon many ministries, particularly churches, is the aging population. Baby boomers are reaching retirement, which means that 10,000 people turn 65 every day in this country — 3.6 million a year. On one hand this can be a positive trend because these individuals have time, talent, and often money they can use to serve ministries in many ways. At the same time, as people live longer there will be an increasing need for programs to aid and minister to this group.

> A major issue that affects every organization in one way or another is the impact of the "life cycle curve."

As demonstrated by the recent anti-American demonstrations in a number of countries, safety of staff is becoming an increasingly important issue for ministries; especially those working in certain areas. As a result, some ministries are adding a "director of security" or similar position to their staff to help deal with this issue.

When I was in business school many years ago, the main emphasis was on large corporations, and very little was said about nonprofit organizations. They basically were considered two different groups. In fact, it was partly due to this very thinking that the Christian Management Association (now Christian Leadership Alliance) was originally formed back in 1976.

Today, however, certain aspects of business and ministry are increasingly linked together, and business is becoming a tool for ministry. Micro businesses and micro lending programs are being used to address poverty both here and abroad. In addition, "Business as Mission" is a growing movement. One of the many positive aspects of this trend is that it allows people to use their business skills and experiences in new ways for ministry.

In analyzing trends that might affect your organization, it is important to note that they are not necessarily independent of each other. Some trends build upon other trends while others may offset one another.

As an example, perhaps one of the most interesting trends is what I call "the Starbucks effect" taken from Leonard Sweet's thought-provoking book, *The Gospel According to Starbucks*. In it, he talks about the desire of people today — primarily young people — to experience things firsthand. They want an "experience." I believe this is one of the primary factors behind the growth in short-term mission trips and the increase in volunteerism in this country. One way of increasing the impact of your ministry is to find ways in which people can become personally involved in some form of ministry experience.

These are just a few of the many trends affecting ministries today. As part of the CLA Anaheim 2013 conference, these and other developments will be explored as part of the workshop "Ten Trends Affecting Ministries Today." During this session we will discuss a number of trends, illustrated by real-life examples. We will look at their possible implications and how ministries can respond. While not every trend will affect all organizations directly, some will; others may impact your organization indirectly. We would be honored to have you join us for this session.

**DR. JIM CANNING MBA, PH.D, CPA** is the former Vice President/CFO of World Vision International and professor of business at Biola University.

# What's Your Big Problem?

## Fundraising in a cause-crazy world.

By Steve Thomas

YOUR DONORS AND PROSPECTIVE DONORS are immersed in a busy, noisy, crowded, distracted, self-absorbed world. In that environment many leaders wrestle to keep their donors aware of their ministry's needs.

Declining income is often an early warning of the failure to keep donors' attention. One solution to the problem is to push harder, talk louder, mail more, blast those e-mails — all while lamenting the state of our culture. After all, if donors would only pay more attention to what you're telling them, they'd support you. If they'd just open your letters, they'd see how much they need to give. If they would just make time to meet with your development officer, they'd understand.

Unfortunately, this isn't sustainable.

You could also launch new fundraising strategies. Hire a new agency or consultant to show you what's working today for other ministries. Maybe if direct mail and e-mails were more integrated, things would improve. You'll probably need a new Website (with video!). A burst of social media will help for sure.

The problem with this plan is it puts you at the mercy of what's trending, and you'll inevitably end up hopping from hot idea to hot idea.

It's also tempting to dive into the morass of analyzing generational motivations. Maybe the problem is that whole generations are ignoring us. What we need are specific strategies to reach Builders, Boomers, and Busters. We can hire an intern to help talk to all those "other" generations.

It's tempting to imagine that we don't have to invest in reaching those young people. Everyone knows they won't contribute anything to our ministry for a decade or two or three. Odds are you don't know your donor file well enough to do generational messaging. And can you really risk ignoring entire generations?

Another solution revolves around discipling the donor. That's certainly the high road and ultimately the best kingdom principle. You have the genuine ministry opportunity to walk with a supporter through their personal growth as a steward of the blessings God's given them. What a

blessing for the donor and the ministry to grow together. Yet you still have to get (and keep) donors' attention to minister to them this way.

And we're back to the original problem.

Viewed from one perspective, none of these ideas are wrong or bad. But ultimately, all of these strategies run headlong into the same wall: capturing and maintaining donors' attention.

What should you do?

I believe you should look to the rise of "causes" in our world. People march, walk, run, Facebook, fast, turn off their televisions, wear wristbands, sleep outside, and give — all in support of causes. And that's to name just a few "cause-actions" (that's my term; you can come up with your own for the stuff people do for a cause).

As I've researched and thought about it, my current definition of a cause has become "a powerful, emotional issue of concern to a broad audience with clear social significance."

Causes are connected with the problems or issues dear to people. Causes grab their hearts. Causes wrench their souls. Causes take their breath away. Causes pull people off the sofa and into the streets. Look for those pink ribbons and walk-a-thon T-shirts among your friends. Cause-actions are everywhere.

For years I was dismissive of causes. I mean, really, how does walking for "Cause X" (or wearing a ribbon, or fasting) make any significant bottom-line difference? I'm an analytics-driven strategist. Net income is a huge deal to me. I've run the numbers on more than a few of these cause-actions and they haven't added up to a strong return on investment (ROI). I concluded that these cause-actions weren't smart strategy for most ministries.

I was wrong. Cause-based strategy is brilliant for ministries — when done right.

You can't make the mistake of trying to talk your donors into something that looks like a cause without understanding what's under the hood. The power of causes has nothing to do with finding the right color wristband, or the perfect walk-a-thon route, or the coolest T-shirt design. Tapping into the power of causes certainly isn't about cramming the phrase "join the movement" into fundraising copy.

The power of a cause is about rallying people to change the world, right a tragic wrong, save a soul, rescue a child. One of the ways I'm thinking about deploying the power of causes can be described as "talking big — talking small."

A cause is about a Big Problem. A cause, by definition, extends beyond one single ministry. To capture a donor's interest with this strategy, you can't begin by describing your ministry's work. No one will take to the streets or skip meals to help your ministry make its budget (well, no one except maybe your CFO).

The more your brand, your fundraising, and your development work is only framed around you, or your ministry, or your work — the more you will struggle.

Concentrate on the problem you're solving. Describe the wrong you are righting. Show the face of this Goliath! Help us know how widespread or tragic this problem is. Help us know what's at stake and see who is impacted.

Concentrate on the problem you're solving. Describe the wrong you are righting. Show the face of this Goliath!

Describing your Big Problem correctly is gritty, hard work. But it's worth it — because if your ministry isn't solving a Big Problem, painted in vivid, memorable ways, then you won't get and keep people's attention today. And less attention means less income. Less income means less ministry.

However, describing your Big Problem well is only part of tapping into the power of causes. As you talk Big Problem, you also have to talk small. Tell us how we, individually and very personally, can make a difference. Help me know how I can personally play a part in overcoming the Big Problem.

Here's where the fun happens.

Once the donor grasps the Big Problem your ministry is battling, they're ready for the invitation. Now you can invite them to join. Show them how they can contribute, not just financially, but choose from a menu of ways to help.

Give them a way to spread the word. Deputize them to become your allies in this battle. Provide them the specifics of what and who to pray for. If you have to, create volunteer opportunities for them.

Of course, make sure they know the difference their financial contribution will make in solving the Big Problem. Every step of the way — at every opportunity — connect them back to the Big Problem they are working on. After all, if it's a problem they're working on, they'll want to know what's happening. Give clear, specific feedback. Report successes. Share struggles. Offer other ways they can be involved. Draw them closer and closer to the heart of your ministry by keeping them focused on how they're solving the Big Problem.

What's terrific is that cause strategies connect you with donors of all ages — you don't have to sweat "generational messaging" because donors are leaning in to know more about the Big Problem.

Cause-based development strategies are perfect for our weird, wired, social world. Relationships can extend across distance like never before. Donors can spread their influence like never before — and your ministry can harness that engine if you understand how causes drive our world.

*So Think Big*: clearly define your Big Problem. *Think Small:* give your donors a menu of actions they can take to help. Does it work? You better believe it. In thinking big and small, God changes donor hearts and blesses ministries with what they need. ●

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**STEVE THOMAS** is CEO of Oneicity, a professional services firm helping mid-sized ministries figure out development problems. Steve delivers development strategies driven by analytics. You can reach Steve at: st@oneicity.com and follow the blog at: oneicity.com/blog.

# DIGITAL PHILANTHROPY

## Emerging trends in giving.

By Atul Tandon, Jason Miles, and Phil Schmertz

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THE NUMBER OF WORDS WRITTEN since God first placed Adam on earth through 2003 is now re-created every two days. Yes, you read that correctly: *every two days*.

Today, technology advances provide Christian nonprofits with unprecedented ways to advocate for the causes God has given them. One such advance is in digital philanthropy. Given the integration and connectedness among donors, charities must think strategically about the use of technology in fundraising.

Organizations are beginning to develop and integrate their online strategies with overall objectives, but many continue to isolate online functions. In a 2010 survey, Blackbaud a provider of software and services to nonprofits, found that less than one-third of organizations have a "written online strategy."

### THREE MEGA TRENDS: ONLINE GIVING, MOBILE DEVICES, AND SOCIAL NETWORKS

Today, the majority of online giving occurs through charitable websites. As one might expect, branded pages garner higher volume and value of donations than generic sites. For example, The Network for Good observed that in 2011, 65 percent of online donations to their platform occurred through charitable websites.

Online giving continues to see strong, double-digit growth for emergency situations such as major international disasters like the Haiti earthquake in 2010. The drop after Haiti suggested retention strategies need to improve, although some have found donor retention success. HOPE Worldwide was able to retain 15 percent of its new donors through a multi-channel campaign.

Special giving portals are popular during humanitarian disasters and for year-end giving, and they are nearing website giving in average dollar value. For example:

- "No Hassle Giving" is a donor portal for Capital One credit card holders, giving them access to over 1.2 million charities and allowing for an immediate receipt for tax purposes. Donors can also earn Capital One rewards points for their contributions.
- Charity Navigator seeks to support intelligent giving by rating its partner charities across multiple sectors. Thus, they are able to provide the website's 3.3 million unique visitors with information on the organizations to which they are giving.

Some organizations are making excellent use of e-mail, which it remains one of the best ways to directly connect with the majority of online supporters. They are using data and segmentation to improve the percentage of people opening and reading e-mails, as well as more effectively targeting topics and relevancy for different donor types.

The next generation of the e-mail newsletters may actually be e-books, providing engaging reads with well-written text, photos, and video links. Amazon's sales of e-books surpassed those of print editions in 2011 and, according to a Pew study released in April, one in five Americans read an e-book within the

past year and 29 percent — more than one-in-four Americans age 18+ — own at least one device for e-reading, either a tablet or an e-reader. This trend is also growing internationally. Worldreader.org has already put 200,000 e-books into the hands of 1,000 children in sub-Saharan Africa to improve their reading skills and to improve their communities overall.

Of course, social networks, such as Facebook, Twitter, and Pinterest, continue to grow rapidly, with Facebook remaining the most prominent, based on penetration among nonprofits and number of users (recently exceeding one billion worldwide). Few organizations currently use social networks for direct fundraising, but the benefits are clear. According to Blackbaud, the technology resources and consulting firm, the value of a Facebook "like" is $215 in future revenue over 12 months.

Advertising on Facebook is used primarily for awareness, building a client base, and non-financial "asks," such as petition drives, promoting attendance at events and other advocacy-related efforts. Fundraising budgets generally are low for social networks, but are rising slowly, as Facebook and Twitter ownership shifts from marketing and communication departments — where these functions often are housed today — to fundraising departments.

Video channels, such as YouTube, and the general ease of sharing content represent new methods of marketing. Two examples reinforce this trend:

- During its fifth anniversary, the nonprofit organization Charity: Water created 250 personalized thank you videos for donors, creating closer connections to their supporters.
- The viral Kony 2012 video by Invisible Children has been one of the most watched videos ever, generating 76 million views, and was shared through a variety of Internet media channels.

The use of mobile devices represents a significant new trend in fundraising, especially in humanitarian relief. This was demonstrated by the Red Cross, which used text-giving to collect $32 million for Haiti in 2010. A Pew survey of mobile givers indicated 80 percent of respondents gave to Haiti purely through cell phones. And many donors encouraged others to donate via texting, phone calls, social networks, and e-mail. Text givers appreciate the convenience and immediacy of mobile giving:

- Text donations involve impulse giving in reaction to moving images and events with less research.
- Users indicate further interest by signing up for solicited follow-ups and informational messages, and by showing a willingness to commit more than the standard $5 to $10 donation.

Mobile givers are traditionally younger, more technologically savvy, and more racially and ethnically diverse than traditional donors. Most view texting as complementary to other channels and indicate a willingness to consider a future higher donation, thereby positioning text giving as an important cultivation step for new donors.

With 280 million mobile users in the United States and a 95 percent text open rate (as opposed to 30 percent for e-mail) text giving seems like a natural step in fundraising. However, hurdles continue to exist, such as fees from mobile providers or policies of some device manufacturers that inhibit direct giving.

**Today, the majority of online giving occurs through charitable websites.**

Such hurdles have not hindered some organizations, like The Salvation Army, USA, which is using smarter payment systems enabled by mobile technology such as Square to swipe cards for donations. Also, the Girl Scouts of Northern California and other chapters have teamed up with Intuit to use GoPayment, a credit card reader that clips into smartphones. And ProjectExplorer has used Square at events and fundraisers to increase raffle sales and donations, citing the ease of accepting credit cards onsite.

The Church App, by SubSplash, is a mobile App platform that allows churches to create custom applications for their ministries on the iPhone, iPad, Web, and Android. This includes full-length sermons (video, audio), event lists, giving integration, and maps. The firm now has hundreds of churches registered to use its App platform for delivering daily and weekly content to congregations worldwide.

Some nonprofits are engaging bloggers directly to influence followers. For example, Global Hope Network International, brought a "mommy blogger" with 250,000 followers to a village to write about a project for which the charity was raising funds.

Nonprofits are recognizing and recruiting volunteers through social networks by call-outs on Facebook and recommendations on LinkedIn. Micro volunteering sites, like Sparked, match professional skills volunteers with nonprofits on short, "bite-sized" projects, and Catchafire matches skills-based, professional volunteers with nonprofit organizations online to fill skill gaps and build internal capacity.

The innovative use of digital tools is improving service delivery systems for creative endeavors internationally. The organizations Child Focus and Missing Children Europe are using the "404 page not found" error Web page to publish pictures of missing children on companies' websites that have been deleted. And in Afghanistan, mHealth is training health workers through SMS or sending important maternal health information to pregnant women via texts. Also, health workers in Cambodia can report malaria cases in real time through online mapping tools like Google Earth. Acumen Fund invested in Sproxil, an enterprise that allowed patients in Nigeria to text codes to validate the authenticity of medicine they have purchased.

For Christian leaders, advancements in technology have become essential and invaluable communications tools in reaching out to their constituents. By integrating websites, e-mail, mobile devices, and social media in a coordinated strategy, ministries have the power and potential to share God's love and abundance of life in ways that only a decade ago could not be imagined.

**ATUL TANDON** is Founder and CEO of the Tandon Institute, which works with Social Sector organizations worldwide enabling them to accelerate their beneficiary impact, donor revenues, public brands, and leadership effectiveness. **JASON MILES** is the Vice President for Advancement at Northwest University and author of the upcoming book, *Pinterest Power*. **PHIL SCHMERTZ** is an MBA student at University of California, Berkeley

# Measuring Outcomes

## Demonstrating the difference ministries make.

By Paul T. Penley

THERE IS A SHIFT among philanthropists today. Donors want to see progress. They want to see gifts become results. People know the problems are bad. They are looking to be inspired by working solutions. If a nonprofit can demonstrate the difference it's making, it can rally a groundswell of supporters searching for measurable outcomes.

Between 2006 and 2012, One Acre Fund's budget jumped from $225,000 to $19 million. How? There is no slick website or big fundraising department. It's simply a program that works. While dozens of organizations provide emergency food to starving people in the Horn of Africa, One Acre Fund (OAF) is building a permanent solution to East African famines. OAF triples the harvest of farmers in East Africa, doubles their income, and does it all while covering 82 percent of operating costs from program fees. OAF started with 38 farmers in 2006 and now serves 130,000 in 2012. I remember these statistics because they report outcomes well. They have a real solution to a deadly problem. They track and report the right number and type of outcomes. It gives grant makers confidence about the difference that OAF programs make.

### OUR PROGRAMS CAN'T BE MEASURED

As the director of research and evaluation for the philanthropic advisory firm Excellence in Giving, I meet with hundreds of nonprofits on behalf of the family foundations we serve. We discuss strategy, financial sustainability, and impact. I ask about the quality of personnel and the effectiveness of the organizational structure. We review past performance and future plans. Inevitably I ask a direct question about program impact: What outcomes do you measure to determine if your work is making a lasting difference?

Time and again I get a two-part answer to the outcomes measurement question. First, the ministry leader tells me how much the organization believes in measuring outcomes. I'm glad to hear it. Then there is a pause. And the infamous contrastive conjunction "but" begins the next statement. "... but our programs are different; we can't measure the real impact of what we do." Ministry leaders issue this statement with great sincerity. They believe in the importance of tracking the difference they make, but see themselves as the exception. Measuring outcomes just can't be done for their programs.

I understand that identifying the right three to five outcomes to measure is difficult. But my experience tells me it can be done. It doesn't matter if you are a training organization, a counseling group, a development organization, campus program, or medical mission. Every ministry can work back from its vision and mission to a simple set of outcomes to track. It may seem elusive at first and require some outside assistance, but it can be done. And it's good stewardship to verify that donations are supporting effective programs.

### OUTCOMES MEASUREMENT CASE STUDY: HAGGAI INSTITUTE

For years the Haggai Institute has promised its supporters that every person trained trains another 100 people in the following two years. That sets a very specific expectation, inviting a commendable level of accountability. However, when asked if program graduates did in fact train 100 people, the response was anecdotal. No measurement system was in place to track the numbers. The anecdotes highlighted positive results, but no one could tell if they were the exception or the rule.

One Haggai Institute supporter decided the unknown was unacceptable. He informed Haggai Institute that he needed to see demonstrable impact before giving again at significant levels. That's exactly what Chief Operating Officer Dr. Beverly Upton wanted to hear. Dr. Upton had already put together the concept for a Measures of Effectiveness initiative. In her words:

> "I envisioned a measurement process for Haggai Institute that could accomplish multiple objectives, going beyond just a simple collection of results. That measurement system would allow us to support and encourage alumni, assess their impact on world evangelism, and improve our training process. It would be a full-orbed solution that would also inform donors about our results and facilitate organizational capacity building."

Dr. Upton worked as an organizational development consultant before joining Haggai Institute's executive leadership team. She knows the value of tracking progress against goals.

Dr. Upton surveyed the landscape of outcome measurement consultants and ultimately chose our firm. Excellence in Giving had evaluated hundreds of nonprofits, understood the complexity of data collection, and knew how to measure key outcomes both to improve programs internally and to communicate impact externally to donors.

**Every ministry can work back from its vision and mission to a simple set of outcomes to track.**

Since Excellence in Giving only works for donors, three Haggai Institute supporters — including the one mentioned above — agreed to cover the cost. We love it when donors fund fixes to organizational problems they find.

### OUTCOMES MEASUREMENT SURVEY SYSTEM

From September 2011 to July 2012, Excellence in Giving worked with Haggai Institute to build a survey system. The curriculum goals, training content, and interview insights shaped the content of 10 surveys designed to track long-term outcomes. The first survey collects baseline data about participants' ministries before the training. The second survey captures the plans that participants make for their next two years of ministry. The remaining eight surveys track each graduate's subsequent activity up to five years after graduation.

The survey system benefits every department at Haggai Institute. The training department evaluates the quality of the curriculum. Recruiters learn which demographic and personal attributes lead to future success. The communications and fundraising departments can report the results of each training session to supporters. The alumni department tracks involvement in regional alumni associations around the world. The system continuously generates specific reports for each department that drive improved program outcomes from better participant feedback. The reports don't provide excessive information, only a few key outcomes that give actionable direction to department heads.

### BENEFITS OF OUTCOME MEASUREMENT

The 2012 Cygnus Donor Survey found that middle-age donors are demanding results from nonprofits in exchange for their gifts — and 44 percent of donors said they could have afforded to give more in 2011. If nonprofits have a clear case for the difference they are making, they could tap into these giving reserves.

Haggai Institute can now attract this additional funding by answering the outcomes question. They can report how trained leaders accelerate productivity in five simple categories. Because Haggai Institute did it right, they can tell supporters the exact growth percentage in ministry activities from before training to after training. That's no small accomplishment for an international training organization approaching 50 years of service.

For programs that train leaders, it is difficult to determine whether the recruiters pick great leaders or the trainers make great leaders. Haggai Institute does pick good leaders, but the data proves they make them even better.

### THE DIFFERENCE BETWEEN OUTCOMES AND OUTPUTS

One basic mistake that ministries make when measuring outcomes is actually reporting outputs. Outputs represent annual program activities. Outcomes comprise the lasting improvements from those activities. Reporting that 120,000 volunteer hours were invested in making 160,000 warm meals and providing 92,000 nights in a clean bed does not say anything about outcomes. It tells donors how busy a nonprofit was last year, but it doesn't give evidence of problems being solved.

Reporting annual activities is not enough. Serving 100 children, having 2,000 people complete your curriculum, or exceeding 100,000 attendees at conferences doesn't ensure lasting impact. Outcomes must be tracked to show the sustained improvements to people's lives.

For rehabilitation programs, outcomes are the number of people who can feed themselves and pay rent for their own apartments with warm beds six months after completing the shelter program. In education, outcomes are graduation rates, college acceptance, and career success. Outcomes mean the investment is paying off years later.

### HOW TO HELP MINISTRIES MEASURE OUTCOMES

Matt Forti of The Bridgespan Group advises funders to help nonprofits get "access to measurement experts or other professionals who could advise grantees on what and how to measure." If you support or run a ministry and wonder if programs can be measured, enlist some help. Funders who are truly committed to a cause will likely sponsor outcomes measurement projects for a ministry. The value of improving programs from feedback and demonstrating the lasting difference will inspire them.

After seeing the Measures of Effectiveness survey system in action, Dr. Upton from Haggai Institute remarked: "I hope our process will inspire other ministries to engage in identifying and measuring outcomes." I hope so too. On the one hand, donors do want gifts to become results. On the other hand, there is only so much money to go around. Ministries need to make sure funds invested in their programs make a lasting difference. Donors need to know they made a wise decision with their gifts. Measuring outcomes makes both possible. ●

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**DR. PAUL T. PENLEY** is the director of research at the philanthropic advisory firm Excellence in Giving (excellenceingiving.com), where he evaluates the effectiveness of nonprofit organizations to advise family foundations on strategic giving. He is the creator of Intelligent Philanthropy, an up-to-date, comprehensive, and user-friendly online charity evaluator. His expertise stems from years of international travel, outcome-based evaluations, analysis of nonprofit best practices, and topical community assessments that inform strategic giving.

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# Protecting Religious Freedom

# Trends that could affect your ministry.

By Stanley Carlson-Thies

**MOST AMERICANS BELIEVE IN GOD** and many attend worship regularly. Yet legislators and judges often seem dismissive of religion. That dichotomy is increasingly evident in the area of faith-based services.

Religious schools, hospitals, prisoner re-entry services, counseling agencies, and more, regularly receive positive public attention, often work in partnership with government, and are vital to our civil society as well as to the lives of many families, individuals, and communities. And yet, increasingly, legislators and judges are imposing on them secular norms, sometimes even forcing them out of operation. The re-election of the president worries many religious freedom advocates, but should not be over-interpreted. The negative trends are powerful, long-term, and growing.

## STORMY SKIES

The most important trend is the eroding public understanding of, and respect for, religion. In a Winter 2010 *Outcomes* cover story, David Kinnaman (Barna Group) noted the growing "negative reputation of Christians" — with many people regarding evangelicals, in particular, as being anti-gay, judgmental, politicized, and hypocritical. Yet there is also a broader tendency to judge committed believers to be sectarian and to see religion as fostering hatred, violence, and backward practices, thus undermining contemporary norms of equality and sexual liberty.

To many, religion is a set of odd rituals and beliefs, not the powerful and often positive force that has motivated vital social movements; fostered human rights; and pioneered educational, health, and welfare advances — a force that inspires people to volunteer, to give, and to work for lesser pay in order to have a greater positive impact.

Given the misunderstandings, it is no surprise that governments are narrowing religious freedom protections. Worship, private religious activities, what believers do amongst themselves — these are accorded freedom, but activities that are carried out in the public square and which involve other people will be subjected to secular norms.

Recall the federal government's requirement that employee health plans must cover all contraceptives, including emergency birth control pills that are abortifacients. Ultimately, the government gave a nod to Catholic teachings and to pro-life convictions by creating an exemption, but only churches and seminaries are eligible for it. Faith-based groups that serve people of other faiths, or that provide material help and not only preaching and prayer, are not eligible for the exemption (an accommodation is promised for them, but no details have yet been offered and, in any case, it will be less than an exemption).

Serve your own kind and stick to religious activities and you are free to depart from secular norms. But answer Jesus' call to serve your needy neighbor and not restrict yourself to prayer if the neighbor needs food — and you may discover that your faith-shaped way of operating is illegal. The unanimous Supreme Court decision upholding the employment practices of a Lutheran church school earlier this year (Hosanna-Tabor v. EEOC) was noteworthy — but involved "ministerial" employees, not the faith-shaped practices of parachurch ministries in general.

Related to that narrowing scope of religious freedom is the fast-growing determination to define faith-based practices as discriminatory and illegal. The state of Illinois dropped foster-care contracts with Catholic and evangelical agencies when they would not promise to disregard marital status and homosexual conduct when placing children.

Catholic Charities agencies have been forced out of adoption services in a number of places because of the Church's convictions about where children can best be raised. Religious student groups have been denied status as recognized clubs by multiple public universities and law schools because their requirement that leaders be faithful in belief and conduct is said to be illegal discrimination (the U.S. Supreme Court upheld that view as long as every club is required to accept "all comers"). Doctors and counseling students — not to mention a wedding photographer — have been charged with discrimination for referring rather than serving clients whose sexual standards they do not desire to support.

Similarly, law professors have urged that 501(c)(3) status be denied to "discriminatory" organizations — those that hire based on religion or that do not provide the full range of services (e.g., abortions). It has taken litigation, or the threat of it, in several states before ministries that hire only believers were included in the combined giving campaigns that facilitate giving by state employees.

Restrictions on faith-based services can be the result of elevating other rights without specifically curtailing religious freedom. This is the paradox of the Obama administration's faith-based initiative. President Obama surprised many by retaining this Bush-initiated program, intended to ensure a level playing field for faith-based groups competing for federal funds. And he

**The most important trend is the eroding public understanding of, and respect for, religion.**

fended off fierce pressure to curtail religious hiring by federal grantees — perhaps in large part because many religious organizations told the government that they would have to break off their partnerships if the practice is banned. Yet some of those partnerships were threatened or even ended by other actions of the Administration.

For example, the Department of Health and Human Services added to one program a preference for applicants who are pro-choice and passed over the top-rated Catholic organization. Also, the U.S. Agency for International Development is "encouraging" its partners to be as lesbian-, gay-, bisexual-, and transgender- (LGBT) friendly as is the administration, leading some faith-based groups to wonder if they will be welcome in the future. Some other administration policies specifically accommodated the distinctive practices of faith-based organizations, and yet commitments by federal agencies like those just mentioned are narrowing the freedom of faith-based organizations to maintain their own practices.

A different kind of problem looms as governments hungrily search for additional revenues. The looming "fiscal cliff" threatens funding that enables religious as well as secular organizations to expand services to the needy. Progressive plans to grow government — and libertarian plans to shrink it — can both threaten that funding.

Some plans to reduce the federal deficit mark the tax deduction for charitable contributions as a target. Various cities are demanding PILOTs (payments in lieu of taxes) from nonprofits — sometimes including even churches. Concern for revenue and lessened respect for religion is leading some to question whether churches and parachurch ministries "deserve" favorable tax treatment.

## WHAT MINISTRIES SHOULD DO

All of this doesn't add up to a war on religion, but there can be no doubt about increasingly damaging constraints on the freedom of faith-based services to be true to their religious convictions and remain distinct from their secular counterparts.

We understand from the Bible that friction with society is to be expected. But that's no justification for passivity. How might leaders respond?

- **Kingdom thinking**. As our society becomes post-Christian, we must recall that Christians are citizens of another kingdom. Still, we are called to be winsome witnesses and to put our faith into practice for the good of our neighbors. However, as exiles, we cannot assume that our intentions and actions will be deemed to be good. Rather, this is a time for deliberate witness.
- **Bold witness.** It is tempting to downplay faith, hoping to be seen simply as contributors to the common good, not oddly religious. But faith-based organizations that try to look secular have no defense against secularizing requirements. Instead, they need to be overt about their religious character and explicit in connecting their good fruits to their godly calling. And faith-based schools, clinics, shelters, and others need to open the eyes of society and government to the indispensable role they play. They are not merely a few extra "points of light" among a thousand do-gooders.
- **Wise policies**. Our First Amendment remains in force. Religious freedom is an American principle. But it only protects religious exercise and religious organizations. *So faith-based organizations must take pains to systematically align their policies and practices with their professed religious convictions. And they must draw explicit connections from their beliefs to their policies.* Conduct and faith requirements ought to be obvious to job applicants. Prospective clients and government regulators shouldn't be surprised to discover that faith shapes what the organization does and dictates what it will not do.
- **Serve others.** Ironically, society increasingly assumes that the stronger your faith, the more you disdain others. Faith-based service organizations have the power to undermine that false assumption because our words and deeds display the opposite message: Love of Jesus inspires service to others. Affirm your ministry's strong beliefs and — in the same place — underscore your faith-based commitment to respect, discussion, and service.

Finally, 1 Peter 2:11 reminds us that we are "sojourners and exiles" in the midst of non-believers who may regard Christians as actual "evildoers." Nevertheless, it says, even those deeply opposed to the gospel can know that what they are witnessing are genuine "good deeds." That should give parachurch ministries confidence to shine their light, not hide it.

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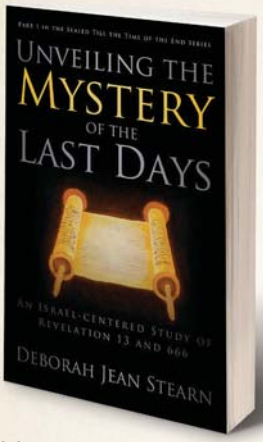
**STANLEY CARLSON-THIES,** founder and president of the Institutional Religious Freedom Alliance (IRFA), has worked since the early 1990s on public policy affecting faith-based organizations.

IRFA works outside the courtroom to preserve a public square in which faith-based service groups can make their uncommon contributions to the common good. IRFA's bi-weekly *eNews for Faith-Based Organizations* analyzes current trends. Carlson-Thies was a founding member of the White House Office of Faith-Based and Community Initiatives in 2001. To learn more visit (irfalliance.org)

# Books that Take *the* Lead

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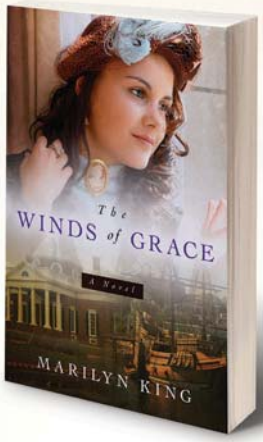


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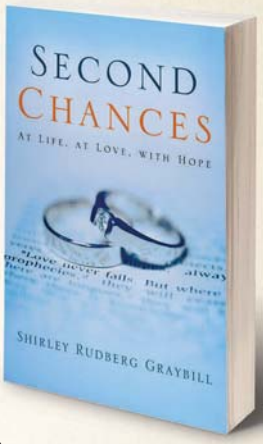


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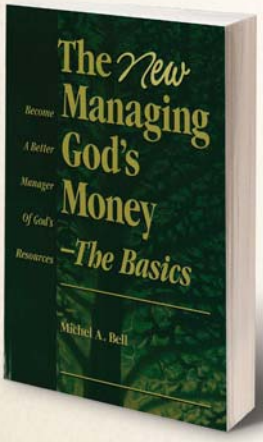


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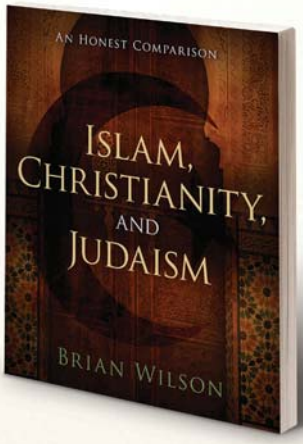


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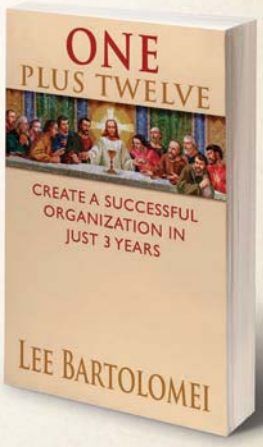


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# World View

## Perspectives on religious freedom and religious persecution.

AS YOU READ THIS, two-thirds of the world's population lives under governments that persecute individuals for their faith, with the situation worsening in many countries. Even the United States, long held as a bastion of religious freedom, was recently downgraded for having increased restrictions on religious freedom according to a September 2012 Pew Research Center study, "Rising Tide of Restrictions on Religion."

Through incremental steps, governments are intruding more and more into the space where people should be free to worship God. The new wave of persecution in many parts of the world — from China to Nigeria and beyond — did not begin with Christians as marginalized citizens, imprisoned and tortured for their beliefs. Indeed, in many of these countries, Christians at one point coexisted peacefully with their neighbors. Yet, like a frog in a pot of slowly warming water, religious persecution worldwide has escalated to egregious levels over time for a variety of reasons.

For several years, I worked in the U.S. Congress, assisting members in both the House and Senate as an expert on international religious freedom. When the government of Bangladesh came into coalition with an extremist Muslim political party, religious freedom was placed at risk. Through Congress, we worked to encourage Bangladeshi officials to recognize the importance of religious freedom for all citizens — Hindu, Muslim, and Christian. When the opposing party later returned to power, they recognized the danger in allying with such extremist parties. Though the Muslim extremist parties were de-legitimized, their influence in the country remains, requiring constant attention to address persecution.

As revolutions throughout the Middle East unfolded, I was encouraged to see signs of Muslims and Christians in Egypt standing in unity, defending each other during their worship services. Among those calling for democracy was a young Muslim blogger who I'd helped several years ago. He was imprisoned in 2006 for writing a blog criticizing President Hosni Mubarak's treatment of Christians following attacks against them in Egypt. Learning that he was in solitary confinement and likely to be sentenced without a trial, I raised his case through Congress to ensure that he received a hearing. Without our intervention, he would've been lost in solitary confinement and unable to stand up for religious freedom in Egypt's revolution.

Both the situation in Bangladesh and this case in Egypt remind us of the importance of constant vigilance. No one is safe — even if in the religious majority — until the right to religious freedom for all is enshrined in, and protected by, law.

During the time that I worked to shape U.S. policy and direct it to ensure greater promotion of religious freedom worldwide, several trends became apparent. First, governments increasingly conflated religion with national identity, like Hindu nationalism in India. Second, blasphemy, apostasy, and anti-conversion laws encouraged social hostility toward minority religious beliefs and communities. Third, authoritarian and theocratic governments imposed onerous restrictions on faith communities to prevent them from operating. As a result of these negative trends, government restrictions have increased and social hostility and repression have often followed.

The U.S. government made a priority of addressing religious persecution through the International Religious Freedom Act passed in 1998. This legislation recognized the historical importance of religious freedom in our nation's founding as well as the universal value placed on this human right since. However, America's influence abroad is only as strong as its respect for religious freedom here at home.

Though restrictions in the U.S. do not rise to the level of those noted above, they increasingly encroach upon the First Amendment protection of religious freedom and should not be ignored.

**Through incremental steps, governments are intruding more and more into the space where people should be free to worship God.**

When small businesses are threatened with discrimination charges if they have conscientious objections to photographing a same-sex union ceremony, or when students can't receive their certifications when they refuse to counsel same-sex couples, the problem becomes more evident. Similarly troubling, religious organizations are increasingly marginalized in receiving government funding because of their objections to same-sex unions and abortion, and face crippling fines when they conscientiously object to providing abortifacient drugs to their employees.

With religious persecution on a renewed negative trajectory worldwide, it is important to recognize the emerging trends and address them early, even in relatively free countries like the United States. Without constant vigilance, it is easy for governments to assume the role that only God should hold in human life.

**TINA RAMIREZ** is Director of International and Government Relations at The Becket Fund for Religious Liberty in Washington, D.C. You can reach her at tramirez@becketfund.org and follow her work at www.becketfund.org.

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# A Balancing Act

## Weighing operations versus programs.

I UNDERSTAND THE STRUGGLE to balance ministry operations with ministry programs. Often the scale seems to be tipping to one side. Today, it often seems that operations outweigh programs. However, I propose that this uneven scale need not be a negative.

Perhaps a balanced scale isn't the ideal, and ministry leaders shouldn't fear the imbalance. Consider with me how a scale tipped towards operational efficiencies, regulatory compliance, and organizational accountability can actually cause your ministry's mission to rise to the top.

### A CLOSER LOOK AT WHO WE ARE

Many have said to me: "We're a ministry, not a business." I understand that. Christian nonprofits are uniquely, beautifully, and gracefully different than corporations. I thank God for that difference. But if a Christian nonprofit is not challenged by best business practices, it becomes susceptible and vulnerable. A ministry's programs can be compromised unintentionally. I have worked with many educated and devoted ministry leaders casting the vision and doing the work they have been called to do, yet unknowingly risking that good work because they don't know the rules, perceptions, and traps set before them.

We find ourselves in an age of high scrutiny unlike decades past. Nonprofits must match and exceed the accountability standards of corporations. As ministry leaders, we want to lead in ways that are compliant to laws and transparent to stakeholders. That's who we are because of the God we serve.

Therefore, we hold ourselves accountable to all stakeholders:

- Donors
- Board of directors
- Staff
- Peers and affiliates
- External governing agencies

### CHANGES IN REPORTING WHO WE ARE

The most drastic changes have occurred in our interactions with external governing agencies. Despite the fact that most of us are tax-exempt organizations, the IRS made changes in 2006 with the automatic revocation process. Under the Pension Protection Act, all exempt organizations must file information annually or risk automatic revocations. Such revocations began in October 2010. The type of form your organization is required to file depends on your gross receipts and total assets:

- If your organization has more than $25,000 in annual receipts but less than $1.25 million in assets, then your organization can file either the Form 990 or Form 990-EZ.
- If your organization has more than $25,000 in annual receipts and more than $1.25 million in assets, then your organization must file the Form 990.
- Smaller organizations, those with less than $25,000 in annual receipts, can file the e-Postcard/Form 990-N.

I encourage you to consult your financial advisor to protect your tax-exempt status.

### CHANGES IN REPRESENTING WHO WE ARE

Some activists believe that the religious hiring freedom is, or should be, forfeited if a faith-based organization receives government funds. That's not the current view of the courts or Congress though. As a ministry leader, do you understand how to protect your organization's religious hiring freedom?

- Be sure to consult your legal counsel as you consider all government grants, understanding "Charitable Choice" clauses.
- Clearly take steps to identify your organization in religious terms and concepts, making your mission statement and purpose one that is clearly rooted in religious principles and scripture. Be sure these terms are found in all organizational documents — internal and external printed materials — and share them with your staff routinely.

### STRENGTHENING WHO WE ARE

*"Leaders are forced to make choices with too little time and too little information. It requires courage and a strong stomach. I might be forced to make a decision in five seconds, which will then be studied for months by a team of 40 lawyers. The job leaders have is difficult, and there are increasingly few people capable of doing it."*

—George Buckley, CEO of 3M

I have touched on a few issues leaders must think about regarding their ministry's status. It can be overwhelming, and a wrong decision can be devastating.

The regulatory and operational environment we face is constantly changing: health care reform, labor standards, solicitation licenses, telecommuting trends, social media — the list goes on and on. The balancing act will continue to be more burdensome as ministry operations get heavier. It will take all of us working together. But I believe the body of Christ will be strengthened, and the scales can be tipped in our favor!

**KATHY MITCHELL** is vice president of Support Services for Council Business Solutions, a company which assists organizations in focusing on their mission by providing administrative services, including accounting, human resources, executive consulting, and communications.

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# An Absence of *Shalom*

## Peaceful investing in a turbulent world.

FEW THINGS ARE MORE EVIDENT in today's society than an absence of *shalom*. We see it in the lack of peace throughout the world; we see it in the failure of our marriages; and perhaps most importantly, we see it in a fallen world searching for something — anything — to fill the void inside the hearts of mankind. In our "Post-postmodern" world, the only thing certain is uncertainty. This lack of certainty and clarity can be felt in the investment world as well.

These thoughts bring us back to the concept of shalom. Many of us are familiar with this Hebrew word, but relate to it only in the most simplistic sense. To many of us, shalom simply means "peace." While valid, this definition fails to fully convey the Hebrew concept of "shalom."

Shalom, in the Hebrew sense, suggests wholeness, fullness, or completeness and may even be extended to profitability and success. The link between wholeness and success is lost upon our society at large and, unfortunately, upon many Christians as well. Our society is in perennial pursuit of "happiness," not realizing that it is wholeness or completeness that it seeks. We may, in one sense, define the concept of shalom as a state in which true success is experienced through individual or organizational wholeness.

As believers we are made complete in our relationship with God. We easily translate this to the ministry focus inside our organizations, but rarely, I believe, to our investment endeavors. We fail to consider the relationship of our investment program to the organization in its entirety. It is, or should be, a symbiotic relationship. The organization cannot operate without funds, and the funds exist to support the objective of the organization.

Unfortunately, investment programs often seem to take on a life of their own. They acquire their own benchmarks, their own focus, their own agenda, if you will. The very thing that should exist in concert with — and in support of — the organization acquires a life of its own.

When the investment environment is in turmoil and concern for the future becomes the driving force for an investment committee, the lack of shalom is deeply felt. No longer are the investment funds considered as part of the broader organizational picture; no longer does the "piece" support the whole. Instead, the focus becomes the investment program itself. Management — and possibly the investment committee as well — become focused on the external environment, along with an attempt to control all possible variables to protect and, perhaps, grow the funds. Laudable objectives, certainly, but when taken out of the context of the complete organization they can have detrimental effects.

Loss of organizational focus, short-termism, and subsequently poor investment results are among the more negative effects of solely focusing on our investment program to the exclusion of its inter-relationship with the remainder of our organization.

We are called to be stewards and fiduciaries, and as such we must concern ourselves with benchmarks, performance, manager selection, and asset allocation — the detailed minutiae of investment management. However, we must not forget that the ultimate purpose of these funds is to further the objectives of the organization to which they have been given.

In uncertain economic environments, the prosperity and success of the whole entity is of paramount importance. Focusing on the success and productivity of the organization allows us to put investment decisions in the proper context. We must remember that there are issues beyond our control. We cannot consistently predict the outcome of future events, and constantly focusing on the uncertainty of the current investment environment may lead to extreme avoidance of risk.

**Unfortunately, investment programs often seem to take on a life of their own.**

Similar situations have always existed, and it is at such times that the consistent, effective application of timeless investment principles begins to bear fruit. As Rudyard Kipling once said, "If you can keep your head when all about you are losing theirs ... yours is the earth and everything that's in it ..."

It is critical to remind ourselves that the funds for which we are responsible play a unique but supporting role inside the larger organizational entity. The primary purpose of those funds is to further the organizational vision. This perspective allows us the objectivity and independence necessary to consistently implement our investment principles when those around us are paralyzed by, or overreacting to, current events.

**BRYAN C. TAYLOR, CFA** (Cornerstone Management Inc.), is a frequent writer and speaker on investment management and the economy for the Christian nonprofit community. Currently, Bryan is a principal of Cornerstone Management and serves as the firm's CEO and CIO providing direction and investment expertise to the more than 45 Christian nonprofit institutions they serve.

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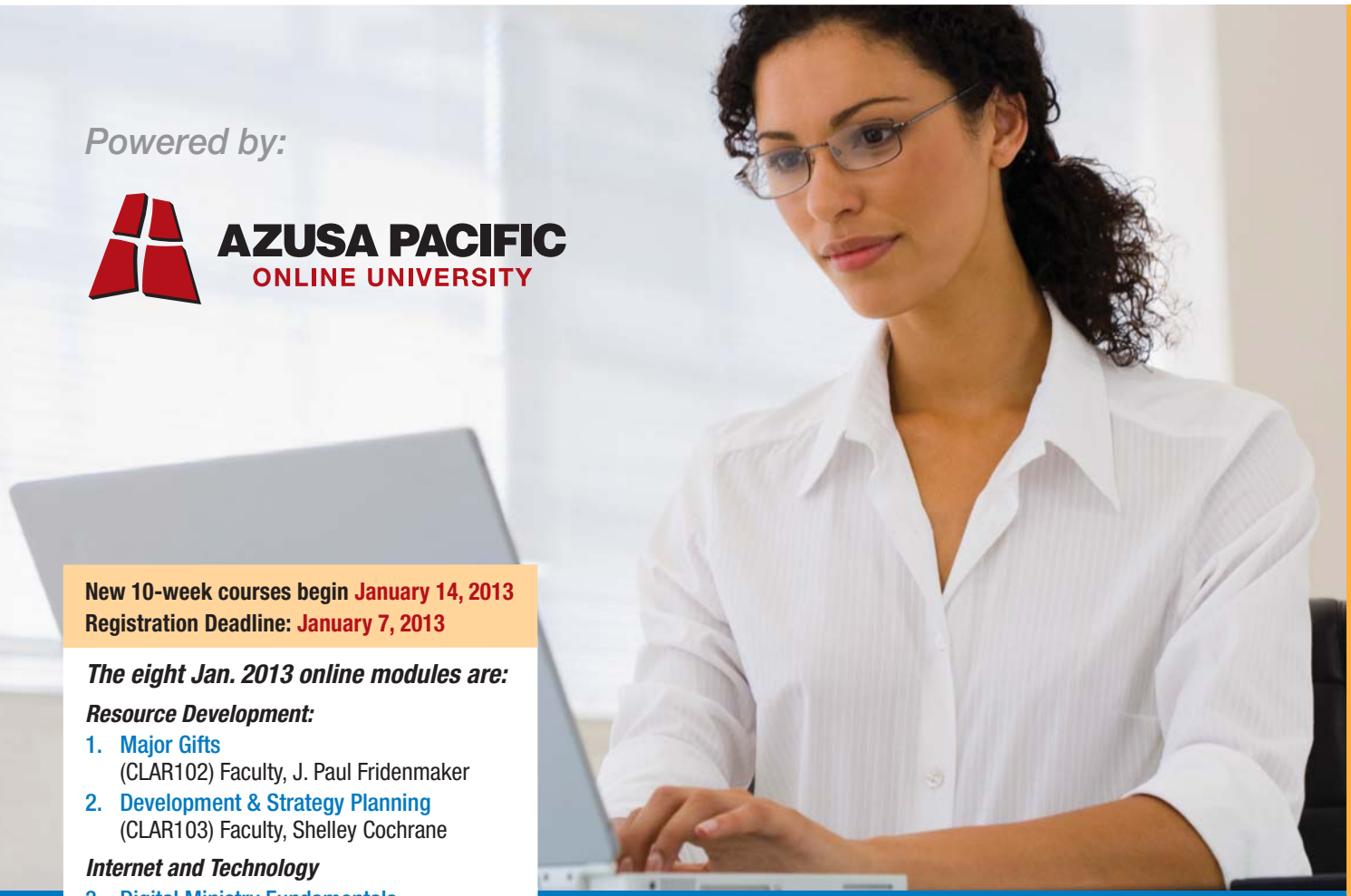

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Book Discussion:

# Leading with Honor

## Lee Ellis shares leadership lessons from the Hanoi Hilton

OUTCOMES EDITOR-IN-CHIEF W. Scott Brown recently interviewed author Lee Ellis on his new book *Leading with Honor: LeadershipLessons from the Hanoi Hilton* (FreedomStar Media, 2012).

Ellis' book was launched in Washington, D.C., where Sen. John McCain (R-Arizona) introduced his friend and fellow former prisoner of war (POW) to an audience that included a number of other former POWs. In this insight-filled book, Ellis, retired Air Force colonel, former fighter pilot and devout Christian, shares candidly about his five and a half years of captivity and the 14 key leadership principles behind this amazing story.

Today, as a successful consultant and keynote speaker on leadership, teambuilding, and human behavior, Ellis helps leaders of Fortune 500 companies, healthcare executives, small business owners, and entrepreneurs utilize these same pressure-tested principles to increase personal engagement and organizational success. Ellis is also the founder and president of Leadership Freedom LLC and Freedom Star Media (freedomstarmedia.com).

Ellis will lead a workshop based on his new book at the 2013 CLA National Conference in Anaheim, California, April 30–May 2, 2013. (CLAConference.org)

**What do you hope readers will take away from *Leading with Honor?***

My hope is to bring the idea of honor into the current dialogue on leadership. I also want to honor the great leaders we had and to tell their story. Our story, the POW story, is remarkable because of officers well trained in leadership, professional military honor, ethics, and history. These leaders exhibited maturity and great courage in both the policies they set and the example they provided. They were authentic. They usually had to go first into the crucible and be tortured for implementing and living by the policies they set. They were authentic because they actually had to walk the talk.

What made them even more authentic was that there was no way they could completely live up to what they wanted to live up to. The enemy was strong and had power, control, and the leverage of torture. But these leaders continued to resist and not cooperate. They would do something, but not what the enemy wanted. They would give them something to get them off their backs and to save face, but they would continue to resist cooperation with the enemy, which was the honorable thing to do. They had the courage to take torture, and repeated isolation, and give as little as possible.

Most of these guys spent four years in solitary confinement, although at times they had contact with us. They were in the worst of circumstances you can imagine, but they were open with us about what they had gone through and what they had done after torture. We knew that they weren't perfect. They couldn't be perfect. But they were open and honest. That helped us to have courage to know how we could resist the enemy and do our best to live, lead, and follow with honor.

**They really seemed to care deeply for the fellow prisoners they led.**

They did. I think because they had been broken themselves and humiliated, it gave them an extra measure of care for their fellow man going through difficult times.

On the one hand, they never backed off on reminding us that we needed to do our best to live up to the Code of Conduct. At the same time when people were doing their best, they accepted that and trusted their people implicitly — unless there was some grave indication that a person was not trustworthy. And even then, those who were disloyal were offered an opportunity to repent and rejoin our team. Our leaders were supportive, and willing to forgive those who recognized their mistakes and recommitted to our cause. They had suffered themselves and were empathetic. They were realistic, which made them much more authentic.

**You said there's nothing like the crucible of a POW camp to reveal authenticity.**

Yes. You can't pretend. You can't hide. You can't posture there. It just won't last because they're going to crush you. And then when they crush you, that's when the real you is going to come through. You can't hide that from others.

**So how do you teach today's leaders to be authentic?**

Two things prevent people from being authentic: fear and pride. I have been studying, trying to get my arms around the relationship of fear and pride. The kind of pride we're talking about is really a false pride. And false pride is probably a result of pretending so that others won't know that you really don't have it all together — which nobody does.

So when I work with leaders, I try to help them see that they shouldn't be afraid to be real. They can be honest about who they are. They can make a mistake and ask for forgiveness. I try to help leaders understand that people will respect them more when they're honest about where they stand, who they are, and what their values are (of course, unless they're obviously not living up to those values). Being authentic is very powerful. You don't have to be perfect when you are real. People respect those who are real.

You also must know yourself. You've got to know who you are and what you stand for. And then you must act with courage. Be willing to say, "I made a mistake, please forgive me." God is authentic. He is 100 percent perfect through and through. Now we as human beings aren't. We are going to make mistakes. Authenticity for us means being aware of that and then being able to face up to it, suffer the consequences, apologize, and get better.

Courage may also mean holding someone else accountable. A lot of times I'm helping leaders hold their people accountable. The rest of the team knows that a particular person is not doing their job well, not being loyal to the team, or whatever. When they see the leader afraid to take action, they start to lose respect for the leader. If you say you have high standards but you don't hold people accountable then you're not being authentic.

### What did you learn about decision-making and leadership while a POW?

We all learned a lot. We had to make big decisions about doing one thing or another. Like John McCain, who was offered the opportunity to come home early and probably could have justified it. In fact some people said he should because he was so badly injured. The sick and wounded go home early. But he said, "No, I'm staying until my turn comes." He made the decision. So he stayed there four and a half more years. Things like that showed us that courageous and honorable leaders do the right thing even when it hurts. In the long run, it didn't hurt him. In the short run, yes, you could say four and a half more years of being there, it hurt him. But in the long run it actually lifted him up as being a man of honor.

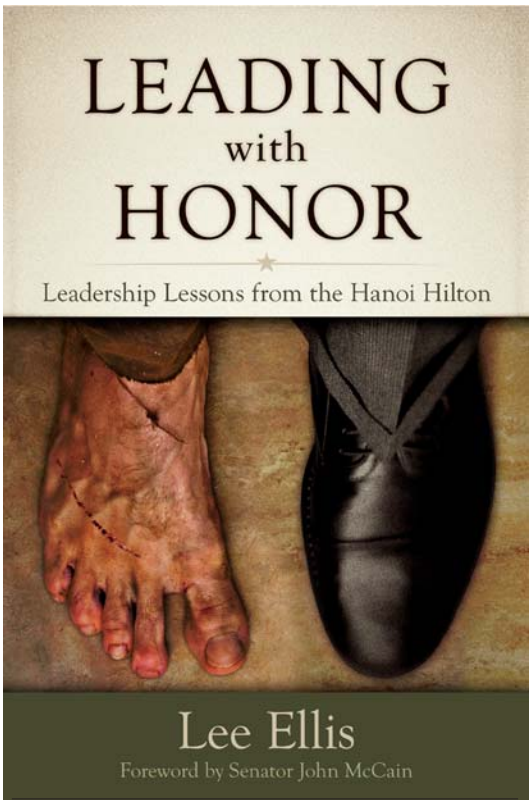
### What are some key principles for leading ourselves and others well?

The first is to know yourself: understand your purpose, passion, personality, and values. That's critical. And then the second follows right on that: you must guard your character. To do that, you need a team of people to support you. Bill George, Harvard Business School professor and former CEO of Medtronic, talked about that very thing. He said that he met with a group every week for 30-something years that supported him and his character and accountability as a CEO. That's something I really stress for leaders. You've got to have people that you can talk with. Otherwise you'll get taken out.

Another key is to stay positive. You've got to believe that you can be successful. Confront your doubts and fears. Fight to win. That doesn't mean win at all costs, but be persistent to work through the hard times to get to victory. And then you've also got to bounce back, be resilient. You're going to take hits. But when you're living out of good character, knowing yourself and [your] courage, then you can bounce back.

When it comes to leading others, you must build a culture by continually clarifying and communicating your worldview and expectations. Good leaders also develop their people. When people are growing and developing, getting freedom from the things that are holding them back, learning new skills, it makes for a wonderful workplace. That's one of the biggest attractions for young people today. They want to be developed. They want to climb the ladder, and they want to learn more and be better.

Balancing mission and people is also critical. And that's one of the things that the POW leaders did the best. They were tough, they had high standards, but they were real. They showed empathy and they listened. If you're results-oriented, you have to learn to be more empathetic, a better listener, and a developer of people. If you're a more relational people person, you have to learn how to be tough.



(Learn more and order through FreedomStarMedia.com)

Finally an important lesson out of our experience is to treasure your trials. Once you get through them and look back you have to say: "That was hard, but I really learned a lot. I wouldn't do it again but it made me stronger. It made me who I am today."

I would be hesitant to hire someone who hasn't gone through some trials, because they really don't know who they are until they have experienced trials. Another thing that we former POWs also learned is that you also must refuse to embrace bitterness, freeing yourself from things that happened to you in the past that hold you back.

Our leaders provided us a great demonstration of authentic and courageous leadership. They weren't perfect. They made mistakes. They were beaten down. But, wow, they just kept bouncing back to do the honorable thing, to do their duty, and to live up to the standards they set. That's a great example for us as leaders today.

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# 2012 Compensation Survey Report for Christian Organizations

**Compensation Resources, Inc. (CRI) and Christian Leadership Alliance (CLA) are pleased to announce the publication of the 2012 Compensation Survey Report for Christian Organizations.**
***Visit www.ChristianLeadershipAlliance.org/Survey to learn more and order your copy!***

***Highlights:***

- 131 reporting organizations
- 119 positions
- Data includes organizational revenue, employee size, entity type, region, salary and bonus data, benefits information
- Statistical measurements such as average, median, and percentile data
- Job classifications include:
  - Broadcast / Media
  - Church
  - Mission Agency / Outreach
  - Parachurch Organization
  - Professional Service
  - Rescue Mission
  - Social Service
  - Other

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CLA Anaheim 2013

# The Authentic Leader

April 30 – May 2, 2013

## CLA Anaheim 2013

**offers three full-day forums designed for Next Generation Leaders, CEOs and Christian Women in Leadership. Be sure to sign up early as each is limited to the first 100 registrants!**

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**And visit our conference website to see all that this one-of-a-kind leadership conference has to offer: dynamic keynote speakers, 85 leadership workshops, 21 in-depth ITI seminars, best practice dialogues and much more! (www.CLAConference.org)**

## NEW! Next Generation Leaders Forum

Tuesday, April 30
8:15 a.m. – 4:30 p.m.
*(Limited to 100 participants)*

### The Joshua Conversation: a guided dialogue between Next Generation Leaders and today's Ministry Executives

Moderated by Tim Elmore, CEO of Growing Leaders, and author of books including *Generation iY, Artificial Maturity* and *Habitudes,* this innovative "Joshua Conversation" is designed as a day-long interactive dialogue with 50 of today's leading ministry CEOs/Presidents/Executive Directors and 50 Next Generation leaders from those ministries (leaders born after 1980). Each CEO/President/Executive Director is asked to nominate and bring along one Next Generation leader to this event, which will include highly interactive dialogue and exercises, mentoring/reverse-mentoring, and insights from one of America's top experts on leadership and the Millennial generation.

*(Space reserved for CEOs/Presidents/Executive Directors* **with** *Next Generation Leaders.)*

*The cost of the pre-conference, Tuesday, April 30, Next Generation Leader's Summit is $299.00 for two individuals (CEO/President or Executive Director* ***plus*** *Next Generation Leader). Must register together. Contact CLA for registration details at (949) 487-0900, ext. 118, or register online at www.claconference.org.* ***Note that the Next Generation Leaders Forum requires registration of BOTH a CEO/President/Executive Director and a Next Generation Leader.***

## Engstrom Institute CEO Forum

Wednesday, May 1
8:00 a.m. – 4:30 p.m.
*(Limited to 100 participants)*

### A peer-to-peer dialogue on leading authentically and building authentic leaders

This popular Engstrom Institute CEO forum, now led by Azusa Pacific University, returns for CLA Anaheim 2013. Designed exclusively for CEOs/Presidents/Executive Directors, this forum offers an opportunity for in-depth peer-to-peer dialogue on authentic leadership. It will be moderated by Bruce McNicol, co-author of books including, *TrueFaced: trust God and others with who you really are,* and *The Ascent of a Leader,* and co-founder/president of TrueFaced. This forum will include talks by Pat Lencioni, Dr. Leighton Ford and more! Join peers who are leading some of America's most influential and innovative ministries to connect, collaborate and consider critical leadership issues facing Christian ministries today.

*(Space reserved for CEOs/Presidents/Executive Directors.)*

## NEW! Christian Women in Leadership Forum

Thursday, May 2
8:00 a.m. – 4:30 p.m.
*(Limited to 100 participants)*

### Authentic Leadership: Influence from the Inside-out

Best-selling author Shaunti Feldhahn and Lead Like Jesus president and CEO, Phyllis Hendry, team up to moderate this dynamic forum. Explore with them how to lead authentically from the inside-out. This intimate and safe environment will empower you to more fully embrace your calling, identify and overcome the obstacles that attempt to derail you, and connect with other inspiring leaders called to serve in such a time as this. Don't miss this chance to engage, learn, and grow with other Christ-centered leaders resolved to impact the world for God's glory.

*(Space reserved for women in leadership.)*

* Be sure to register for the one-day event of your choice when you register for the 2013 CLA National Conference.
* Each one-day leadership event earns six points towards a Credential in Christian Nonprofit Leadership (CCNL).

**www.CLAConference.org**

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# Integrity of Heart

## Skill is important, but hearts guide hands.

WHILE FAR FROM PERFECT, King David is one of the first ones we think of when the discussion turns to integrity. Asaph, the royal court composer, said David shepherded them with "the integrity of his heart and guided them by the skillfulness of his hands" (Psalm 78:72, KVJ).

David led Israel with "skillful hands." Yes, he could cast a vision with the best of them. He could recruit strong leaders, organize, motivate, and inspire his followers. And he knew how to get things done. But these leadership skills alone didn't make David a true servant of God. What separated David from most other leaders was his motive for leading. This motive is what the psalmist called "integrity of heart."

It is only natural to want to hire the best and the brightest. Skill is important — but hearts guide hands. David was able to lead with skillful hands because they were driven by his integrity of heart.

As the recessionary environment drags on, the temptation can be to place undue importance on skillful leadership and less on integrity. When finances drain, organizational strength may also drain, and with this comes a battle where integrity is won or lost. Three areas where this may happen are:

1. **Governance.** *When finances drain, governance focus, and thus, the integrity of the governance process may also drain.* Since the recessionary trough began some five years ago, the agendas of too many board meetings have been transformed.

   Once, quality time was spent on risk management, financial oversight, strategic planning, and succession planning. However, with no thanks to the economy, many boards have been more attentive to severance planning, cutting back or losing programs and shoring up dwindling reserves. These are all proper agenda discussions when finances are tight.

   Yet when boards and senior leaders take governance shortcuts and focus their limited time and energies on survival mode — instead of spiritually discerning God's voice (the most critical governance function) — ministry work becomes more complex and chaotic, not less. Yes, integrity of heart may require us to make the tough financial calls, but integrity of heart will also ensure that our governance compass is calibrated on our kingdom calling.

2. **Financial management**. *When finances drain, the financial management staff may be cut too deeply, raising concerns about the integrity of the financial management process.* You know, "If program expenses must be cut, the accounting department must also be cut." Never mind the fact that it may take about the same level of financial department resources to serve an organization with a somewhat smaller budget.

   When financial management staff is reduced, are the fundamentals still strong? Is the accounting for donor-restricted gifts still adequate? Is the substantiation for expenses still properly maintained? Does the financial reporting to leadership and staff still occur on a timely and accurate basis? Is all governmental and other compliance reporting kept up-to-date? Are fraud risks minimized?

   Integrity in financial management must remain strong in spite of budgetary issues.

**When finances drain, organizational strength may also drain, and with this comes a battle where integrity is won or lost.**

3. **Fundraising/stewardship.** *When finances drain, integrity in raising resources may also drain.* Remember the days when you had the luxury of increasing the gift revenue budget 5 percent or 10 percent every year? Those days are in the rearview mirror for most organizations.

   With the new reality of raising resources comes the integrity-losing danger of playing fast and loose with our communications with donors. There is an increased temptation to over-promise and under-deliver, especially with respect to raising restricted funds. There is a heightened risk of pushing the edge of the envelope in our claims of ministry accomplishments. After all, the numbers are close.

   The failure to maintain high integrity in the stewardship process is a cancer that will destroy the integrity of organizations.

### CLOSING THOUGHT

The winning combination for fulfilling kingdom purposes is integrity and skillful hands. But if you have to choose one over the other, go with integrity. Even Warren Buffett gets it:

*"I look for three things in hiring people. The first is personal integrity, the second is intelligence, and the third is high energy level. But, if you don't have the first, the other two will kill you, because if they don't have integrity, you want them dumb and lazy."* (*Speed of Trust*, Free Press, 2006)

**DAN BUSBY** is President of ECFA, the premier Christian accrediting organization (www.ECFA.org). ECFA is also sponsoring the Commission on Accountability and Policy for Religious Organizations (ReligiousPolicyCommission.org).

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