

HIGHER THINKING

FALL 2015

outcomes

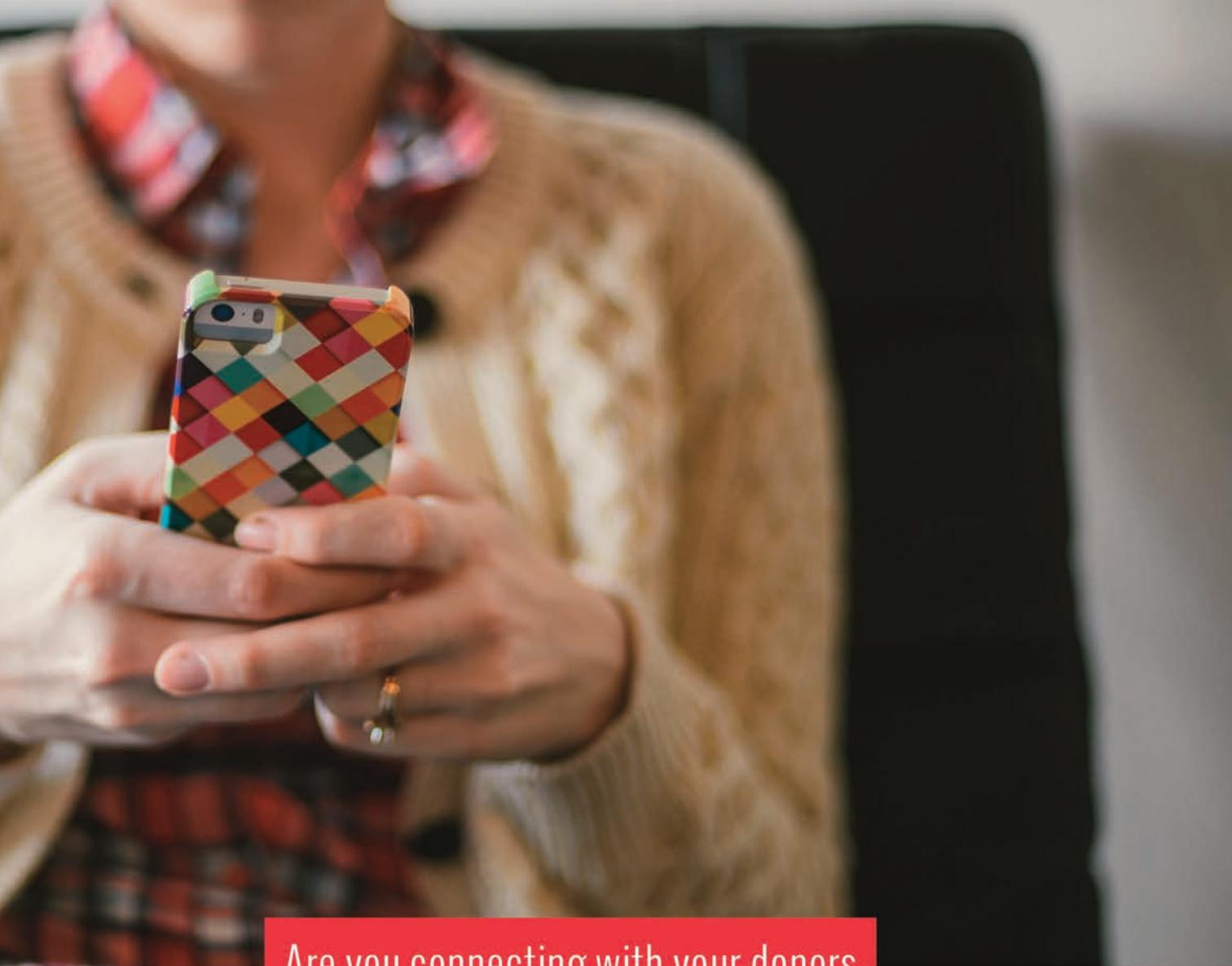
The Magazine of Christian Leadership Alliance

Better Together!

Cru's Steve and Judy Douglass
discuss their leadership journey

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Pursuing Excellence

FROM ITS FOUNDING BACK IN 1976, Christian Leadership Alliance (CLA) has advocated the continuous pursuit of excellence in ministry. With roots that reach back to the late Ted W. Engstrom, who said *“Excellence is a process that should occupy all our days,”* CLA remains dedicated to helping Christian leaders and organizations succeed in this quest.

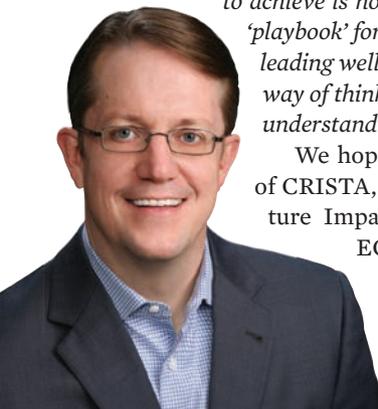
Like Engstrom, the former head of World Vision and Youth for Christ International, we believe Christ-honoring ministries should be the standard bearers of excellence in today’s culture. In these times of societal change and cultural drift, we as Christian leaders must be rooted deeply in Christ and tethered firmly to the unchanging truths of God’s Word. We must embrace and communicate eternal biblical truths that transcend cultural trends, while exhibiting the generous love and grace of Christ to a culture aching for healing and regeneration.

Pursuing excellence is the theme of this CLA Founders Council edition of *Outcomes*. The author of our “Thought Leader” column, Bob Lonac, president & CEO of CRISTA, captures well our theme: *“The excellence that our organizations and businesses long to achieve is not easy, and it takes a lot of time. God’s Word is a powerful ‘playbook’ for leading with excellence. Much of what we need to know for leading well and cultivating great vision is not aligned with our natural way of thinking. As leaders, we will never achieve excellence apart from understanding God’s playbook.”*

We hope the biblically based insights shared here from leaders of CRISTA, Cru, The Salvation Army, The Navigators, Global Scripture Impact, Lifesong for Orphans, The Gideons International, ECFA, and other organizations inspire you in your daily pursuit of excellence!

W. Scott Brown

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The purpose of *Outcomes* is to fulfill Christian Leadership Alliance’s mission to equip and unite leaders to transform the world for Christ. *Outcomes* offers those whom Christ calls to leadership higher thinking and lifelong learning resources to equip them for excellence in kingdom service and stewardship.

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Better Together!

Cru's Steve and Judy Douglass discuss their leadership journey

CLA PRESIDENT AND CEO TAMI HEIM recently interviewed Steve and Judy Douglass of Cru/Campus Crusade for Christ International about their shared pursuit of excellence in ministry. Married for 40 years, Steve and Judy have served Christ together via the ministry of Cru throughout their life together. They have three married children and seven grandchildren.

Steve Douglass is president of both Campus Crusade for Christ International and Cru, as the ministry is known in the United States. Douglass came to the ministry after graduating from the Massachusetts Institute of Technology and Harvard Business School. Over more than four decades of service, he has held a variety of positions, including executive vice president and director of U.S. Ministries. In July 2001, Douglass took over as president of Campus Crusade for Christ International from founder Bill Bright. He is the author or co-author of several books, including *Managing Yourself* (Here's Life Publishing, 1978), *How to Get Better Grades and Have More Fun* (Here's Life Publishing, 1985), *How to Achieve Your Potential and Enjoy Life* (Thomas Nelson, 1987) and *Enjoying Your Walk with God* (New Life Publications, 2005). His radio program, *Lighthouse Report*, airs daily on 800 stations.

Judy Douglass leads women's resources in the office of the president for Cru. She is a graduate of the University of Texas with a degree in journalism. She has served as editor of a magazine for college students, and another for adults, and has authored or edited several books including the *Loving a Prodigal* eBook series, *Until Everyone Has Heard: The First Fifty Years of Campus Crusade for Christ International* (Campus Crusade for Christ International, 2001) and *Letters to my Children: Secrets of Success* (IMprint edition, 2012). Her passion is encouraging God's children — especially his daughters — to become all they were created to be. In 50 years on staff with Cru, she has done that through writing, editing and speaking. Connect with her through her *Kindling* blog at (JudyDouglass.com).

You've just celebrated the blessing of 40 years of marriage. What has it meant for you both to be able to serve God together at Cru?

STEVE: Our 40th anniversary was a wonderful time of reflecting on all that we've had the privilege of being a part of. We pinch ourselves reflecting on all that God has called us to do.

One of the things that I'm most grateful for is that, in marrying Judy, I married somebody who was wholeheartedly committed to the Lord first and then to the Great Commission. That makes the kinds of things we have to talk about, the sorts of issues that we have to resolve in terms of time tradeoffs so much easier because we have the same criteria. That's been noticeable from the very beginning of our relationship, but particularly as we first got married.

During our honeymoon we actually had a brief planning time for where we wanted to go with our lives together. Now, you know, most

people think a honeymoon is strictly romantic, and it certainly was that. But we really were thinking about what God wanted to do with us together. I never would have imagined I would be doing what I'm doing, but then we were thinking of how to make good use of the strengths God has given each of us. That's something our planning times in the subsequent years have focused on as well. God has gifted Judy in different ways than he's gifted me.

JUDY: I have loved that we're partners, that we were able to do this together and that both of us are totally committed to each other becoming all that God wants us to become and doing all that God created us to do. We're always looking for ways to encourage each other. We talk about issues in the ministry... the great things that are happening, the opportunities and the challenges. Together we bring our God-given strengths into that and consider how we can maximize not only our contribution, but the ministry as a whole.

After we were married we kept getting more responsibility. Until we had children, I was totally involved with Cru's publications, but as Steve would get a new responsibility, I would say, "All right, Lord, how do I come alongside him in that responsibility?" God would give me some specific ways that I could do what I was doing in the ministry, but also really enhance what he was doing as well.

It's also the thought that we are partners, and that we come at it in different ways. He's the planner, the engineer, a really logical thinker. We joke that I taught him everything he knows about emotions. So I've been able to help him see the people side of things. He would focus a lot on the facts, but he's learned to think about the impact on people. And I've learned to think more strategically. We help each other grow and hopefully help each other lead better in the ministry. It's just such an incomparable privilege to do this together.

As you lead together how do you both stay personally recharged in your own walks with Christ?

STEVE: The first and most important thing in walking with God is to pray continuously. David said, "I keep my eyes always on the LORD. With him at my right hand, I will not be shaken." (Ps. 16:8) One of the things I learned from Bill Bright is that, when anything came up, he just prayed. So I seek to pray even more often than when something comes up. But I also talk to God continuously.

The second thing relates to exercise. I walk most every morning if I'm in town and sometimes even if I'm elsewhere. I do several things on the walk. Two of them are to listen to the Word of God and to pray. One of the things that has kept my walk fresh is absorbing several chapters of Scripture. Sometimes if I'm in the shorter epistles, I might listen to more than one letter.

There's just something about the word of God washing

over me and filling my mind with what God says. On the way back I'll shut off the Scripture and pray through some of the people and things that I need to pray for, not the least of which is myself and Judy and the kids and the people who work with me. It's a discipline that brings those things to mind most every day.

The third thing is that I journal because I'm kind of an achievement oriented person, and to have some evidence of the day's progress spiritually is helpful to me. Otherwise, what I have learned may not stick with me.

And the final thing I'll say, and this may seem a little less spiritual, but I tell you what, it's really important. Getting enough sleep is a major contribution to being spiritually and physically refreshed.

JUDY: I would agree with a lot of that, though I'm not nearly as structured as Steve. Since I'm an introvert in an extrovert's job, one of the things that has been most important to me is at least twice a year, sometimes three, I go away to the beach — usually for about a week. I have friends with beach houses, and they let me use them. The first half of my day when I'm there is with the Lord. It's listening to worship music. It's reading Scripture. It's taking long beach prayer walks. And it just revitalizes me in ways that I don't get any other way. It has been a hugely important part of my hearing from the Lord when I need to make decisions or praying about things with our family or things in the ministry. Those times are just treasures for me.

To what do you attribute Cru's global impact? What are some keys to pursuing ministry excellence?

JUDY: I would mention three things that are related. One is a willingness to share and not have to hold on to things that we developed or that God has given us, not thinking we have to get all the credit for it. Therefore I think that God will keep giving us things as long as we keep sharing them with others.

A second is a willingness to try new things. We're willing to step out and try things that others maybe haven't

done yet. For example when I was just a young person I worked on Cru's magazines, *Collegiate Challenge* and *Worldwide Challenge*. Back then most Christian publications were mostly black and white, and not too creative. We, and a few other periodicals, came in with this group of young people out of journalism schools and some creative artists. We started doing these magazines that helped change a lot of what was happening in Christian publishing. It was really fun to see that we could have an impact. We were all under 30, and we were getting to influence a lot of the Christian world.

The third thing is we strongly emphasize walking in the power of the Spirit and not trying to do it on our own. And I think that leads to a lot more success. We're trusting God to give us all that we need to do it.

STEVE: I'll pick up on that point. I have a profound awareness and appreciation that it is God who causes things to happen, period. We get to participate. But I don't have any illusions that our cleverness or anything that we've done, by itself, has somehow made us successful or significant.

God raises up. God puts down. God gives opportunities. All we have to do is redeem them. I have a profound sense that I am not worthy. Bill Bright said the same thing. None of us is worthy to do what we're doing and see what we're seeing. Our ministry has seen hundreds of millions of people indicate decisions for Christ. How do I explain that? Well, there's only one explanation — God.

It's God who gets things done. He causes the outcome. He creates fruit. Our job, in the final analysis, is to sense God's opportunities and redeem them. It's a matter of stewardship. *"Apart from me you can do nothing."* (John 15:5b) But with God's power we can do anything He asks us to do.

A second thing I will mention is as leaders, we all need to improve in important areas. That's what ultimately yields a level that you might call excellence. You don't usually start there. You get there over time as God gives grace and teaches you and allows you to learn and have more impact.

A third contribution to ministry excellence is teamwork. The people in Cru have worked together toward the purpose of glorifying God and helping to fulfill the Great Commission. It's a team effort. It's God working through a whole group of people exercising different gifts to accomplish his purpose. We believe that we are just a small piece of all that God is doing. And it's important that we play our role and share anything that we possibly can with the rest of the body of Christ.

For example, the *"JESUS"* film. Almost three years ago, we released the *"JESUS"* film media app. Now you can download or stream the film on your smart phone. Anyone who has a projector that can pick up that digital signal can show the *"JESUS"* film anywhere, in any language we offer. Ultimately, it's about the whole body of Christ working together.

A fourth contribution to ministry excellence is partnership. One of the most encouraging things I've seen happening in the body of Christ in the last 15 or so years is the extensive cooperation. The results are stunning. God is moving today like I've never seen before in my 46 years of full-time ministry. If we just work together, fulfilling the Great Commission is within our grasp. And that is an exciting prospect for the two of us, who've been called for a lifetime together to help fulfill the Great Commission. ●



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To learn more, visit the Cru website (cru.org)

God-Honoring Excellence

Placing the interests of others first

“EXCELLENCE HONORS GOD AND MEDIOCRITY IS A SIN.”

Early in my career at Azusa Pacific University, my mentor — then current president Dr. Jon Wallace — regularly used the phrase. I struggled with the phrase, attempting to understand my daily call, while not becoming legalistic in how I measured my success. I struggled to find freedom and grace against a measurement of my daily accomplishments. That challenge connected my pursuit of excellence to my relationship with Christ. It went to my core, calling me to pursue my life and work beyond earthly measures.

When I think of excellence from a Christian perspective, my first thought goes to Paul’s words: *“forgetting what is behind and straining toward what is ahead, I press on toward the goal to win the prize for which God has called me heavenward in Christ Jesus.”* (Phil. 3:13b–14) I have always heard these verses as motivation to push hard to win — to be effective, delivering excellence in work, family and life — measuring excellence by how successful I am. But there is a part of the verse I was missing: *“the prize for which God has called me heavenward in Christ Jesus.”* I was focused on winning the prize and missed the point of honoring God through excellence no matter the outcome.

A team of students demonstrated this God-honoring excellence this past spring. Roberts Wesleyan College has an Enactus club that equips students to develop strong business, speaking and entrepreneurial skills during their undergraduate experience. The college’s teams have been extremely successful both locally and internationally, positively impacting the lives of those they serve. In 2014, the team made its way to the national competition and placed second in the country, competing against other prestigious institutions.

In preparation for the 2015 competition, the Roberts team was invited to participate in the Enactus Summit as the premier team. Their hard work and commitment to excellence paid off and they were being nationally recognized. The team was confident they were ready for the upcoming national competition. I was confident as well and purchased a ticket in order to be present at the finals to see them compete for the championship.

The Enactus competition is like attending a final four basketball tournament. Lights, music, loud announcers and hundreds of college students create an energetic atmosphere. And like many competitions, teams leave as they are disqualified, leaving fewer participants with each successful round.

The 2015 national competition began, and teams were competing as I boarded a plane to Chicago, en route to St. Louis. As I landed in Chicago, I received a text — the team had been eliminated in the quarter-final round. *Gulp.* What a blow to this team who had worked

so hard. The team asked if I was still coming. I boarded my flight and headed to St. Louis, not sure what I would find after such a disappointment.

The team was disappointed, but what happened next is what mattered most. The team rallied together and decided to stay and encourage the remaining teams. For the next 24 hours I watched 40 students serve with excellence; they assisted teams, mentored new teams and prayed with students on another Christian college team who had made it to the finals. I watched in awe, proud of our students who took a disappointment and turned it into an opportunity to serve others.

Each year an additional award is presented at the Enactus finals ceremony. Booming from the speakers, the announcer called Roberts Wesleyan College to the stage as the winners of The Jack Shewmaker Enactus Spirit Award. As the team went forward, excited to receive the honor, I stood in front, camera out, with tears in my eyes. This team took a disappointing moment and turned it into something great — something excellent. This is God-honoring excellence: Taking the situations we face, inspiring or disappointing and turning them into opportunities to serve. I later learned the team verse for the year was Philippians 2:4: *“...not looking to your own interests but each of you to the interests of the others.”*

This is a story I will continue to tell to those who will listen. Our call to excellence is greater than our achievements and awards; it is a call to forget ourselves long enough to pursue an excellence that honors God. ●

DR. DEANA L. PORTERFIELD serves as president of Roberts Wesleyan College (Roberts.edu) and Northeastern Seminary (NES.edu). She holds a B.A. in Music Education and M.A. in Organizational Management from Azusa Pacific University, and an Ed.D. in Organizational Leadership from the University of La Verne.



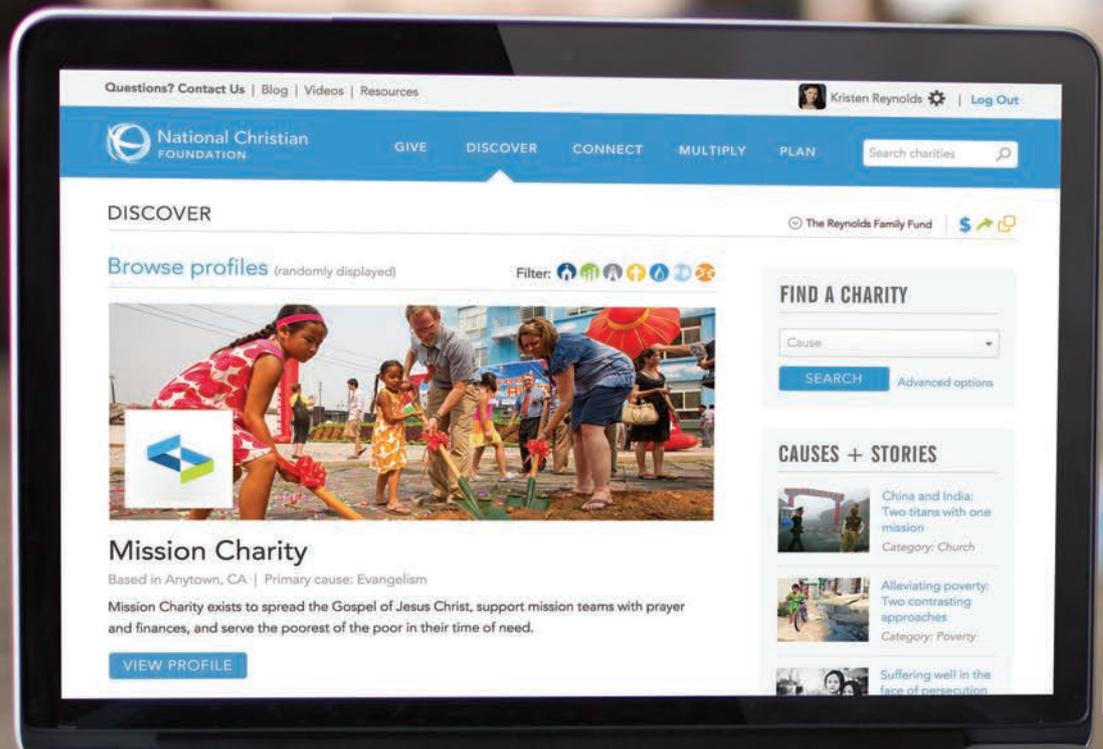


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Trust Changes Everything Successful ministries build trust from the ground up.

TRUST IS ESSENTIAL to the success of any organization, and Christ-centered organizations understand this responsibility as more than just good business practice — it's a call to honor God in every aspect of ministry. As president of the Evangelical Council for Financial Accountability (ECFA), an organization that accredits

ministries with its seal of trust, Dan Busby has seen how greatly trust — or the lack of it — can impact the effectiveness of a ministry. Laura Leonard spoke with Busby about his new book on the topic, *Trust: The Firm Foundation for Kingdom Fruitfulness* (ECFAPress, 2015).

Why is it so important that Christian ministries build trust?

After a career of serving Christ-centered ministries from both sides of the desk — being involved in Christ-centered ministries personally and having my own CPA firm in Kansas City where I served Christ-centered ministries as clients, then here at ECFA serving over 2,000 churches and parachurch ministries, I've observed the ebb and flow of trust, how the presence or absence of trust impacts ministries so greatly, and how the power of trust, based on the truth of God's word, is undeniable. As the ministries I have observed across my career have experienced high trust, their impact has grown exponentially. Trust changes everything.

We're in the midst of a society that lacks trust. A Pew survey showed that just 19 percent of millennials say most people can be

trusted; the percentages get a little higher when you go up through the Gen Xers, but even among the boomers only 40 percent say people can be trusted. So there's a lack of trust everywhere. That lack of trust begins to creep over into churches and parachurch ministries. That's why I felt it was time to write about trust and its positive impact. I say in the book that trust has the power of a rolling ocean wave building a tsunami of goodwill for ministries and more importantly, for Christ our Savior.

What role does trust play in the pursuit of excellence for Christian ministries?

It starts with experiencing Jesus Christ. It's impossible to experience Jesus and not be radically changed. And when Jesus radically changes us, our trust factor should go way up. Thus radically changed people are more serious about fundamental issues like governance, financial management

INTERVIEW
WITH
DAN BUSBY

and raising resources. When Jesus radically changes us, we have a laser focus on anything that might remove Christ from center stage, and anything less

than Christ being on center stage creates a distraction from the mind-blowing good news of the gospel. When that happens, we give unbelievers the justification that some need to disbelieve the gospel of Jesus Christ. That's why we need to focus on trust. It keeps the focus on Christ.

Where do Christian ministries tend to go wrong when it comes to trust?

The three broad areas that I address in the book are issues of governance, issues of raising resources and issues of spending resources. If a ministry has a problem of trust, nine times out of ten, it will go back to an issue of governance. Dollars coming in or dollars going out may make for more readership, but it usually comes back to whether the organization had Christ-centered leaders using spiritual discernment, adopting verifiable accountability, using appropriate transparency, avoiding conflicts of interest, minimizing risk and using sound concepts when deciding how, and how much, to pay the top leader. While some of those have to do with money, that list really focuses back on governance.

Milestones

DIED

ELISABETH ELLIOT, missionary and author of over 20 Christian books, including *Through Gates of Splendor* about her husband Jim, who was killed by native Aucas people she and her husband were serving in Ecuador in 1956. She was 88 years old.

APPOINTED

SAMUEL CHIANG, as president and CEO of Seed Company, a Bible translation organization. He previously served as COO of Trans World Radio and as senior associate of orality for Lausanne. He replaces Todd Peterson, who has served as interim president since Roy Peterson transitioned to American Bible Society in early 2014.

STEPPING DOWN

ALEC HILL, as president of InterVarsity Christian Fellowship (IVCF). Hill announced he was leaving IVCF after 14 years to seek treatment for bone marrow cancer. He will be succeeded by senior vice president and director of collegiate ministries, Jim Lundgren.

HEADLINES:

Outcomes Conference to Mark CLAs 40th Anniversary

Christian Leadership Alliance's (CLA) 2016 Outcomes Conference will mark the organization's 40th anniversary. The conference theme is "Perspectives," and speakers and faculty will explore Christian leadership in our world past, present and future.

"We invite you to join us at the Outcomes Conference: CLA Dallas 2016 as we explore 'perspectives' on what God has done, is doing and will do through Christian leaders and organizations," said Tami Heim, CLA president and CEO. "Forty years is a significant marker in Scripture, and we're humbled and honored by the ways God has allowed CLA to contribute to the kingdom these past 40 years. We're even more excited about what's yet to come."

The Outcomes Conference will be held from April 19–21, 2016, in Dallas at the Hyatt Regency Dallas at Reunion. You can save by registering before Oct. 31 at (OutcomesConference.org)

Speakers will include Dr. Tony Evans, Dr. Gregory Alan Thornbury, Dr. Michael Oh, Dr. Tim Elmore, Rich Stearns, Peter

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STATE OF FAITH

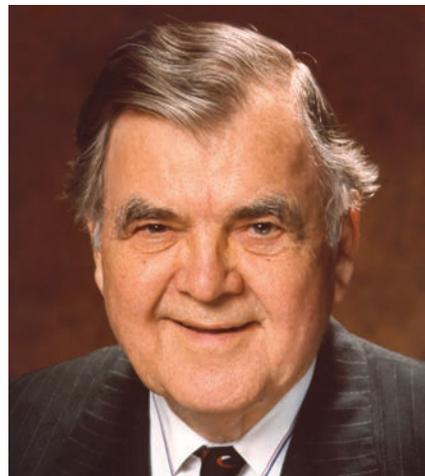
In May, the Pew Research Center released the findings of their extensive survey on “America’s Changing Religious Landscape,” conducted in both English and Spanish over the past seven years among more than 35,000 American adults. Evangelicals remain the largest religious group in the country and also proved to be the most stable: their share of the population lost less than 1 percent over the past seven years, while mainline Protestants lost 3.5 percent of their share, and Catholics lost 3 percent. Meanwhile, the religiously unaffiliated rose by 7 percent to become America’s second-largest religious group. The survey also studied the source of these fluctuations.

INS AND OUTS

Group: Raised in group/left group/entered group/currently in group (all in percentage)

GROUP	RAISED IN GROUP	LEFT GROUP	ENTERED GROUP	CURRENTLY IN GROUP
Evangelical Protestant	23.9	-8.4	+9.8	25.4
Mainline Protestant	19.0	-10.4	+6.1	14.7
Historically Black Protestant	7.3	-2.2	+1.4	6.5
Catholic	31.7	-12.9	+2.0	20.8
Religiously Unaffiliated	9.2	-4.3	+18.0	22.8

For more information on this study, go to <http://www.pewforum.org/2015/05/12/americas-changing-religious-landscape>



Excellence is a process that should occupy all our days.

DR. TED W. ENGSTROM

The latest news for today’s Christian leaders

K. Greer, Ellie Lofaro, Dr. Larry Acosta, Dr. Doug Nuenke, Constance Padmore, and Steve Douglass. Author and musician Kelly Minter will lead worship.

CLA will offer more than 350 hours of intensive Christian leadership training in eight tracks: executive leadership; resource development; people management and care; financial management; communications and marketing; Internet and technology; board governance; and tax and legal. Go to OutcomesConference.org to learn more.

CLA Launches New Leader2Leader Peer Groups

Christian Leadership Alliance inaugurated its new Leader2Leader peer networking initiative in 2014. This unique leadership experience is designed to connect like-minded and like-hearted leaders who share similar positions in similar size organizations.

CLA recently launched three new Leader2Leader (L2L) peer networking groups in Chicago, Denver and Memphis, Tenn. The Chicago Leader2Leader group is facilitated by Dr. Mark L. Vincent, CCNL; the Denver L2L group is facilitated by Janis

Kugler; and the Memphis L2L group is facilitated by Dr. Howard Rich.

The CLA Leader2Leader program also offers peer networking groups in other cities, including Atlanta and Dallas, facilitated by Bill Frisby; Colorado Springs, Colo., facilitated by Dr. Kent Wilson; and Milwaukee, facilitated by Dr. Mark L. Vincent, CCNL.

“The CLA Leader2Leader peer networking community is one of the most powerful ways for leaders to grow and sharpen one another in a kingdom-minded way,” said W. Scott Brown, CLA VP for leadership experiences and resources. “CLA Leader2Leader groups offer a unique space to learn from and with peers through an expertly guided interchange of leadership ideas and insights.”

L2L is a covenant peer advisory group of C-level business and nonprofit executives who meet monthly for the purposes of mutual support, problem solving and accountability in order to become world-class leaders of life-changing organizations. To learn more about CLA’s L2L peer networking groups visit www.ChristianLeadershipAlliance.org/resources/L2L or contact Dr. Kent Wilson, CLA L2L program

coordinator, at kent.wilson@christianleadershipalliance.org.

Outcomes Mentoring Network – New Cohort This Fall

Christian Leadership Alliance (CLA) believes in the difference a mentoring relationship makes in the life of a leader. That’s why CLA launched the Outcomes Mentoring Network. This network allows you to learn from some of America’s most influential Christian leaders.

Our highly experienced and spiritually mature mentors are eager to share their professional skills, knowledge and wisdom to help equip you for success. On average, each mentor has more than 28 years of ministry or other professional leadership experience. Eighty percent are senior leaders in their organizations, and 60 percent are currently leading a nonprofit ministry.

“Mentoring a younger or even older leader builds for the future.” Dr. Jerry White, President & Chairman Emeritus, The Navigators

Register by Oct. 16 to be a part of our October 2015 mentor-mentee cohort! Qualified mentors can register for FREE at any time. www.OutcomesMentoring.org



Doing the Most Good... Well

The Salvation Army celebrates 150 years of excellence.



By Ron Busroe

“DARKEST ENGLAND” were the words General William Booth, The Salvation Army’s founder, aptly used to describe the London to which his Christian ministry was focused during the latter years of the 19th century.

General Booth, writing in his seminal work, *In Darkest England and the Way Out*, detailed “a vast despairing multitude in a condition nominally free, but really enslaved. These it is whom we have to save.” His manifesto based upon almost 20 years of street ministry foretold of how he and his devoted followers — indeed, his Army — would reach out to what he termed the “submerged tenth,” a destitute population of about three million souls he said were existing invisibly beyond the daily lives of others “in the midst of the unparalleled wealth, and civilization and philanthropy of this professedly most Christian land.”

“The denizens in Darkest England for whom I appeal,” General Booth wrote in 1890, “are those who, having no capital or income of their own, would in a month be dead from sheer starvation were they exclusively dependent upon the money earned by their own work; and those who by their utmost exertions are unable to attain the regulation allowance of food which the law prescribes as indispensable ... I sorrowfully admit that it would be Utopian in our present social arrangements to dream of attaining for every honest Englishman a goal standard of all the necessities of life.”

From its international headquarters in London that stand only miles away from where its founder took his first bold steps with a small cadre of followers, The Salvation Army today extends into 126 countries worldwide, with more than one million soldiers heeding the words of General Booth to provide aid to “suffering humanity” wherever it is found.

He decried the plight of the homeless, the children, the unemployed, the criminals, the “lost women” and the drunkards, and envisioned rescue homes, hospitals and schools, and importantly, an organization based upon a military-style structure with Christian values that would be a refuge for those whom society had marginalized.

“While it is important to remember that man has a stomach, it is also necessary to bear in mind that he has a heart, and a mind that is frequently sorely troubled by difficulties, which, if he lived in a friendly world would often disappear,” General Booth wrote. “Many a poor soul is miserable all the day long, and gets dragged down deeper and deeper into the depths of sin and sorrow and despair for want of a sympathizing friend.”

The organization today is a faithful, and vastly expanded, representation of the Army General Booth envisioned and founded 150 years ago this year. In the United States, The Salvation Army is a \$4.3 billion a year faith-based social services organization divided into four territories: the Central Territory

(headquartered in Des Plaines, Ill.); the Eastern Territory (Nyack, N.Y.); the Southern Territory (Atlanta, Ga.) and the Western Territory (Long Beach, Ca.).

There are 40 administrative operations divided among the territories called Divisions that typically cover a metropolitan area or specific regional area; reporting to Divisions are 1,200 community-focused units called Corps Community Centers serving a dual purpose of providing social services as well as the Army’s church for religious services.

Nationwide, nearly 4,000 officers, all ordained ministers, are charged with following their founder’s original mission of meeting human need in Christ’s name, without discrimination. The organization also employs 64,000 staff and works with nearly 3.5 million volunteers to serve in more than 7,500 centers of operation throughout all 50 states and Puerto Rico.

“We routinely use the analogy of war to describe our work,” says National Commander David Jeffrey, who has served with the Army since 1969. “In fact, Paul tells us to put on the full armor of God ... the belt of truth buckled around your waist, with the breastplate of righteousness in place, and with your feet fitted with the readiness that comes from the gospel of peace ... take up the shield of faith ... the helmet of salvation and the sword of the Spirit, which is the word of God.”

In the United States alone, more than 30 million people each year receive assistance from the Army, from rent and utility assistance, to disaster aid, to drug and alcohol rehabilitation, as well as a myriad of other programs and services — the work today a sophisticated evolution of the work of their predecessors in London 150 years ago.

The Ray and Joan Kroc Community Centers are illustrative of the Army’s scope and stewardship. In 2004, the Army received the largest individual philanthropic gift ever made in the U.S. when Joan Kroc, widow of McDonald’s founder Ray Kroc, bequeathed \$1.5 billion to The Salvation Army, to be separated equally among the organization’s four regional Territories. The Krocs were long-time supporters of The Salvation Army, and the gift followed an earlier \$90 million donation from Mrs. Kroc to build a community services center



General William Booth

PHOTO COURTESY OF THE SALVATION ARMY

PHOTOS: ON LEFT COURTESY OF THE SALVATION ARMY



PHOTO COURTESY OF THE SALVATION ARMY

World War I - Serving Troops In The Trenches

in the San Diego area to reach into neighborhoods near her hometown that had traditionally been underserved. The Ray and Joan Kroc Community Center in San Diego was the model upon which she designated her \$1.5 billion gift for the construction of what are now 26 thriving Ray and Joan Kroc Community Centers in underserved communities across the United States, providing cultural, educational, fitness and social programming.



PHOTO COURTESY OF THE SALVATION ARMY

Ray and Joan Kroc Community Centers

These centers add to the diversity of services the Army is able to provide in and around their communities, while providing an annualized \$258 million “economic halo effect” resulting from the programming, services, donations and support offered to individuals, businesses and other organizations. Commissioner Jeffrey says these centers are but one example of the Army’s links to its historical charge to reach the “thousands of men and women who battle a spiritual warfare everyday with their own selves, and need rehabilitation of their minds and bodies ... to reach children in parts of this great country who are neglected and in need of refuge, who need real opportunities.”

The Kroc centers follow the Army’s long-held pattern of locally led adaptability and community-focused outreach, whether it be the Harbor Light Centers, providing care to alcohol and drug dependent individuals, or a home to support families of people with AIDS long before others were willing – or able – to recognize the disease.

Even the most iconic of Army symbols, the Red Kettle, grew from an officer’s recognition that more needed to be done in his community, San Francisco. Back in 1891, Captain Joseph McFee set out crab pots where ferry riders from Oakland exited, with a sign that said, “Keep the pot boiling,” to raise money to feed the hungry at Christmas. Today, the Army raises nearly \$150 million annually, through the Red Kettles and the bells ringing from Thanksgiving through Christmas Day. The donations raised remain in the communities where they are collected, supporting the foundation upon which Army operations began and are based today – meeting the need at its root. As Matthew says in Chapter 22, “*You shall love your neighbor as yourself.*”

The Army’s emergency relief is yet another example of the organization’s commitment to General Booth’s vision. At a national level, the U.S. government recognizes the Army as a key link in disaster response. Army officers, staff and volunteers are typically among the first at the scene of any major emergency, weather-related or man-made. Much like its approach to social services, the Army’s work at disaster sites is to provide immediate relief, then plan for the long-term recovery, using monetary donations and recognizing that the organization’s local network is ideally suited to help the same neighbors the officers have seen at Bible study, or daycare, or summer camp or serving a meal at the Army’s local homeless shelter.

Commissioner Jeffrey says, “The Army is reminded daily that need knows no season. The compassion that drives officers, staff and volunteers to help is revealed by Scriptures in both the Old and New Testaments. As Micah 6:8 reads: *‘He has shown you, O mortal, what is good. And what does the Lord require of you? To act justly and to love mercy and to walk humbly with your God.’*”

The Salvation Army has been walking humbly, serving suffering humanity, for 150 years. The organization remains deeply relevant to society and has grown to become one of the most recognized and trusted brands in the world.

Consistent brand messaging has helped it attain that recognition. All communications are rooted in the Army’s brand promise.

Walk into any Salvation Army location and a visitor will see the organization’s brand vision, “Doing the Most Good.” Those four powerful words adorn trucks carrying donated items in communities across the United States, the Red Kettle signs at Christmas, national television and print advertisements, community center entryways, business cards – virtually any outreach from The Salvation Army. During the annual Thanksgiving Day football game featuring the Dallas Cowboys, “Doing the Most Good” is on signs throughout AT&T Stadium in Arlington, Texas.

“A brand is, quite simply, a promise,” says Stan Richards, founder of The Richards Group, the Army’s national advertising agency for the past 10 years. “It is a promise that any institution makes to its constituency that it must keep at every possible point of contact – so that every time they’re exposed to it, the brand is consistent.”

Richards, who has been involved with The Salvation Army for more than 40 years and is a Lifetime Member of the Dallas-Fort Worth Advisory Board, says that articulating the essence of the Army’s brand was a straightforward exercise. “The people affiliated with The Salvation Army stand out because of the passion and single-minded commitment they bring to the cause of helping those in need,” he continues. “To an amazing degree, they are living extensions of the Army’s brand day in and day out.”

A key element of The Salvation Army’s brand promise is encapsulated in the brand’s personality. In terms of human traits, the Army can be described as passionate, compassionate, brave, uplifting and trustworthy. Every piece of communication reflects that personality in its tone and focus, building awareness over time through the power of consistency.



The brand manifesto that conveys the heart of the Army's message:

I am doing the most good.

- I am hope.
- I am compassion.
- I am strength.
- I am faith.

I am doing the most good.

- I serve a community.
- A region.
- A nation.
- A world.
- I serve heroes.
- I serve victims.
- I serve a sovereign God.

I am doing the most good.

- I am an Army.
- Drafted by the Creator.
- Commissioned by a man who defied death.
- My enemies are despair and destruction.
- My ammunition is grace and mercy.
- My allies are generosity and benevolence.
- I am an Army.
- Helping others be all they can be.

I am doing the most good.

- I feed empty stomachs and hungry souls.
- I rebuild ruined homes and shattered lives.
- I am a willing listener for a veteran with stories to tell.
- I am a bottled water and an encouraging smile for a weary firefighter.
- I am an answered prayer.
- A silver lining.
- A second chance.

I am doing the most good.

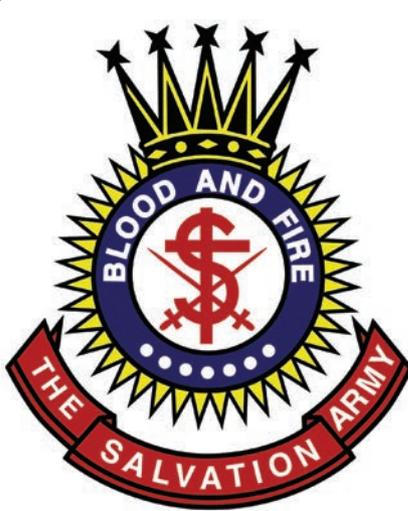
- I am a humble steward of other people's generosity.
- I am a grateful courier of a stranger's kindness.
- I am the faithful executor of others' goodwill.

I take my responsibility seriously.
 I am blessed.
 I am a blessing.

I am The Salvation Army.
I am doing the most good.

This manifesto has been embraced by officers and staff throughout the entire organization, but it became more than just an internal document. One officer described it as the cry of the heart of the brand – something they all wanted to share. Today, you can find this inspirational piece framed and hanging in hundreds of offices, lobbies and hallways of Salvation Army buildings around the country. ●

Since 2013, **LT. COLONEL RON BUSROE** has served as national spokesperson and led community relations and development in the national headquarters of The Salvation Army, USA (salvationarmyusa.org). His experience with The Salvation Army includes serving as director of the Haiti Recovery and Development Office, as a corps officer pastor in North Carolina, Georgia and Florida, and as area commander in Tulsa, Okla. See The Salvation Army's annual report at (salvationarmyannualreport.org).



The colors of The Salvation Army's crest symbolize the following: The **red** is the blood shed by Jesus Christ, the **yellow** for the fire of the Holy Spirit and the **blue** for the purity of God the Father.



LEADERSHIP EXCELLENCE

Reflections from Nehemiah

THERE IS A HUGE MISUNDERSTANDING regarding excellence in a leader or a follower. It is not perfection. It is not a neat desk or persuasive charisma. It is not finishing every task with precision and success.

On Jan. 15, 2009, Capt. Chesley “Sully” Sullenberger did not make a perfect landing in the Hudson River when U.S. Airways Flight 1549 lost its engines. But his actions saved 155 passengers’ lives. It was not luck, but a special kind of excellence. That landing began long ago when he first started flying out of LaGuardia Airport. He had thought many times what he would do if he lost power at each point of his ascent from the runway to final altitude. He trained for this. His mind had flown the emergency many times. Then, when the engines quit, his professional skill and preparation took over in the midst of the unexpected loss of power.

Capt. Sullenberger exemplified excellence in performance in the midst of turmoil and uncertainty. Excellence is built on a lifetime of mundane preparation. That involves education to

gain knowledge. It requires training in the practical application of knowledge to performance. In leadership it usually requires being on a team, learning to work toward a common goal. It means being a follower before being a leader. None of this happens quickly, but it takes time and concentrated effort.

In Scripture we see another great example of such concentrated effort in Nehemiah who demonstrated leadership excellence as he stepped into a role he never sought or expected — returning to Jerusalem from Susa in Persia to rebuild the walls of that holy city.

Like Capt. Sullenberger, Nehemiah was prepared for a difficult and seemingly impossible task. Rather than enjoying the perks and honor of being a cupbearer and confidant of the king of Persia, he kept in touch with his people and their plight as Jews. How did he demonstrate excellence?

- He knew the facts — the walls of Jerusalem were broken down and burned. (Neh. 1:1-3)

EXCELLENCE IS BUILT ON A LIFETIME OF MUNDANE PREPARATION.

- He was moved with compassion and resolution to take action. (Neh. 1:4–11)
- He risked his life, asking Artaxerxes for permission to leave and for protection and materials. (Neh. 1:11–2:9)
- He carefully thought through what was needed and painstakingly prepared for the task. (Neh. 2:7–8)
- In Jerusalem he obtained the facts by direct observation. (Neh. 2:11–16)
- He called for action to rebuild the wall ... planning, organizing and delegating. (Neh. 2:17–3:32)
- He endured opposition and yet kept building. (Neh. 4:1–23)
- He set a tone of moral conduct and justice confronting sin among the Jews. (Neh. 5:1–13)
- He finished the wall and re-established worship. (Neh. 6:15; chapters 8, 9, 12)

So what did the wall look like? Was it perfect? I doubt if it was a thing of beauty. It was built by unskilled families using whatever material they could get their hands on. They built for function, not beauty or perfection. It was done in 52 days — a phenomenal achievement.

So, what was Nehemiah's excellence in leadership? It was in his attitude and concern, his preparation, his risk-taking action, his trusting people to do their work and his pursuing moral excellence in the midst of a rushed project.

His attitude emanated from his walk with God and his sensitivity to the needs of his people. He prayed fervently before he acted. Prayer must precede embarking on any task. A need does not constitute a call. Our heart needs to be in tune with God's heart. Then we need a word from him. A talented and competent leader who lacks a deep walk with God will not accomplish God's purposes. A godly leader must first be prompted by the Holy Spirit — even (perhaps especially) in secular endeavors.

Nehemiah's preparation came from years of faithful and mundane service to a pagan king — and his careful planning of what was required to do the job. In my Air Force career, I had some really boring jobs. I had times when I did not have the knowledge and skills to do some parts of my job well. Fortunately, I recognized this and aggressively pursued a plan to learn and to be taught by other experienced workers and leaders. In the mundane jobs I still observed leaders at work, learning from their successes and mistakes. Preparation is important, but often we may not know that for which we are preparing ourselves. We are simply faithful in the task we have right now, letting God design and plan our future.

Nehemiah's actions were embodied in risking his life in approaching the king and in rallying the people to start building when he arrived in Jerusalem. Many times we are thrust into a new environment, a new job, a new task — and we must act.

I'm a leader in the Air Force Association. Recently, in connection to my service there, a high school space competition was thrust upon me by a key government agency. The timeframe was very short. It seemed nearly impossible. I put together a team of experts. There were significant risks that the project would fail. I had to plead for approval and funding. Questions and criticism flowed freely. However, the team launched the pilot project very successfully — to the extent that a key administration official

included the project twice in public remarks. I actually did very little except to run interference for the team. It would have been very easy to say it could not be done.

Nehemiah trusted the people to work, shepherding the plans he had made for the task. They had a personal stake in the result. In this space competition project, I had to trust the experts. Even though this was my professional background, I had long since lost my expertise. I was so proud of how they performed. From colonels to a technical sergeant, they unselfishly gave of their time and energy, meeting every deadline. One cannot accomplish great tasks without trusting people to do their job. The leader's part is to clear the way for them to work. Nehemiah did this with the persistent opposition to building the wall.

Nehemiah did not sacrifice justice and moral excellence just to get the job done. He confronted sin and held other leaders accountable. A great purpose existed beyond the immediate task — bringing people back to justice, moral conduct and worship. A task is a means to serve greater goals.

So don't obsess with a clean desk or a perfect plan. Be prepared spiritually and practically for whatever task God gives you among believers or among the secular world. *"Whatever you do, work at it with all your heart, as working for the Lord, not for human masters."* (Col. 3:23) Work hard, lead with knowledge and preparation. Trust people and let them work.

That does not mean that we do poor or sloppy work. We must strive to do the best we can with the resources we possess. We strive for excellence, not necessarily perfection. In my experience the essential components of leadership and followership in work are:

- **Competence:** Gaining or having the proper skills for the task.
- **Excellence:** Applying those skills to the best of your abilities, in a manner appropriate to the time allotted and the task.
- **Faithfulness:** This is simply doing what you say you will do.
- **Character:** This is the reflection of your inner life lived out in front of people.

Most of us are ordinary people with ordinary gifts and skills. Leadership excellence is taking that gifting and skills to guide people to accomplish great things. ●

DR. JERRY WHITE is international president emeritus and chairman emeritus of the U.S. board of directors of The Navigators (navigators.org). White, a retired U.S. Air Force major general, has had a 37-year active and reserve duty Air Force career. White serves on the CLA board of directors, and chairs the CLA advisory council. He also serves on the boards of the Air Force Association, World Vision and ECFA.

Measuring Outcomes

Evaluation is the key to excellence.

By Mark Forshaw

During its 200-year history, American Bible Society has always sought to have an impact as it delivers God's Word around the world. But as the work progressed from distribution to Scripture engagement, American Bible Society saw the need to take a new approach to evaluating its impact./// In its early days, American Bible Society was primarily a Bible translator and distributor. It was easy to measure the impact: How many Bibles were on the truck, and did the truck deliver them? Today, American Bible Society still makes God's Word available where needed most, but in doing so, it focuses on encouraging people to open their Bibles and engage with God's Word. But measuring Scripture engagement has proved far more complicated than simply counting the number of Bibles delivered.

To better monitor and create clearer metrics for its mission, American Bible Society in 2006 launched a pioneering research group called Global Scripture Impact. This team of international and domestic researchers — all with ministry experience — evaluate and report on American Bible Society partnership projects around the world. Knowing which initiatives are the most effective — and how to improve less-effective work — helps American Bible Society determine where to partner for greatest impact.

Global Scripture Impact's system of evaluation comes from leadership's working knowledge, as well as other leaders in the field — including Dr. James Engel of Eastern University in St. Davids, Pa. Dr. Engel developed the Engel Scale, which charts the journey of someone with no knowledge of God as he progresses into a spiritually mature Christian believer.

Global Scripture Impact's system most closely resembles an action research model. It is participative, qualitative and quantitative. Simply put, it seeks to ask the right questions of the right people at the right time. This system is not proprietary. Used by any ministry, it can uncover great ministry opportunities and improve projects by:

- Providing accountability and transparency to ministry and financial investors, including project beneficiaries
- Strengthening and clarifying your strategy
- Building the capacity of the implementer
- Increasing donor confidence in your organization

The specific steps to improving your ministry include:

- Developing strategies based on best practices
- Establishing goals that are realistic, achievable, measurable and spiritual
- Recognizing and integrating the needs and resources of beneficiaries, partners and donors
- Reviewing the project budget
- Identifying the outputs and outcomes
- Reviewing the risks
- Assessing the finished project to see if it reached its goals
- Gathering lessons learned and feeding them into the next project

REVIEW BEST PRACTICES

Start by making sure your project is based on a foundation of best practices. No matter what you're planning, someone has likely explored what works and doesn't work in that area. Search for best practices within your own networks, such as Christian Leadership Alliance, ACCORD and Missio Nexus, which gather information and research ministry. These organizations are connected to some of the top thinkers in Christian ministry who have probably written prolifically on the topic. Even a



PHOTO COURTESY OF GLOBAL SCRIPTURE IMPACT

GLOBAL SCRIPTURE IMPACT

EXECUTIVE DIRECTOR: Mark Forshaw

LOCATION: Philadelphia

MISSION: Global Scripture Impact® (GSI) is the research arm of American Bible Society (ABS), headquartered in Philadelphia, Pa. GSI was started in 2006 to provide ABS with the project impact evaluation and analysis required to inform its ministry investment decisions and that of its financial partners. GSI helps build local partner capacity, ABS fund more effective ministry programs, as well as verify and measure program impact. GSI accomplishes this by researching projects around the world and comparing them to established best practices in the particular field.

WEBSITE: www.gsimpact.org

simple Google search for “best practices in ... (name your ministry)” will get you started.

You can also do your own research. Talk to those who have successfully served in your area of ministry and those who operate successful teams. What worked for them and what did not? Speak to project beneficiaries. What were they looking for and did they find it?

ESTABLISH GOALS

Everyone hopes their efforts will be wildly successful, but pie-in-the-sky dreaming is not helpful. You're better off to set goals that are realistic, achievable and measurable. And because you're a Christian

ministry, you should consider establishing specific spiritual goals.

- **Realistic goals** set you up for success. If your goal is to attract 1,000 church leaders to your workshop, but your mailing list has only 1,500 names, you are not being realistic. At best, your conference will attract 20 percent to 30 percent of your mailing list. Why spend weeks planning for 1,000? Instead, plan well for the 200 to 300 you expect to attend.
- **Achievable goals** should fall within the scope of your budget and your staff's capacity. If you plan a very labor intensive project, and your staff is already stretched thin, that's a major risk.
- **Measurable goals** are based on the performance you expect. They allow for comparison with standards. Look for ways you can measure your goals. It may be as simple as a sign-in sheet that tracks attendance. Or it may mean ongoing follow-up when the goal is more long term.
- **Spiritual goals** are important for Christian ministry. Global Scripture Impact doesn't measure the work of the Holy Spirit. It does not predict nor try to measure things that, ultimately, only God himself knows. But it does measure behavioral signs that, as a result of a project, show people are moving toward spiritual maturity. One continuum Global Scripture Impact has established tracks ministry beneficiaries' "willingness," "understanding" and "action."
- For example, Global Scripture Impact may set a goal for the number of people *willing* to attend a church-based function or *willing* to accept a Bible during a distribution.
- Global Scripture Impact will also set a goal for the number of people who will grow in their *understanding* of the Bible, as a result of the project. For example, you can measure the number of people who, after a Bible distribution, now regularly attend a Bible study where they grow in their *understanding* of God's plan for them.
- And *action* is measured by someone taking a physical step to help others grow in their faith, as a result of a project. For example, any train-the-trainer project depends on the beneficiaries taking *action* to train others.

REVIEW THE PROJECT BUDGET

The itemized project budget should reflect the inputs (resources, equipment, tools and people) required for the project. Does the budget include everything needed? Is the budget dependent on donations? If funds don't come in, is the project scalable?

Tally the total cost and divide that by the number of people you hope to reach (as stated in your goals) to determine the project's cost per beneficiary. Some organizations set limits on what they will spend per person. For others, this is simply a good way to speak about your project as you approach donors.

Be prepared to report exact spending against this budget in the final assessment.

Everyone hopes their efforts will be wildly successful, but pie-in-the-sky dreaming is not helpful. You are better off to set goals that are realistic, achievable and measurable.

IDENTIFY THE OUTPUTS AND OUTCOMES

By identifying the outputs and outcomes of the project, you're setting yourself up to be able to measure its impact. You must know both. Outputs are the classes, services or products you offer (or put out) to reach your goal. Outcomes are what come out of the project. For American Bible Society, an output could be a new Bible translation. The outcome is that people's lives are changed after engaging with God's Word in their language.

REVIEW AREAS OF RISK

Be aware of any areas of risk associated with the project, the implementing organization or partners. Don't worry that a high-risk score will doom a project. No project is without risk. But once you have identified a risk, you should develop a plan to mitigate it or monitor it closely during implementation. Global Scripture Impact reviews six areas for risk:

1. **Concept:** Is the project timely? Does it meet a real need?

2. **Project Design and Experience:** Is this project new to your organization, or one that you have conducted before? Is it dependent on volunteers? Is there a new partner involved?

3. **Leadership:** Is leadership stable and does it support the project?

4. **Financial Control:** Does the implementer practice sound financial management? Can it provide three years of externally audited financial statements? Is there oversight by an independent board?

5. **Sustainability:** Can this project continue without renewed funding? Are there other sources of revenue?

6. **External:** Is there anything outside of your control that could hinder the project — such as working in areas of Christian persecution or adverse weather conditions?

ASSESS THE RESULTS

After the project concludes, assess the results to see if the project achieved, exceeded or fell below expectations. Compare the impact numbers you established with the goals you set. Global Scripture Impact allows a margin of 20 percent, plus or minus, when assessing a project.

LOOK FOR LEARNINGS

When reviewing the project, look for lessons learned and unexpected consequences — both of which should feed into the design of future projects. Review the risks you identified to see if they were a problem.

Rigorous evaluation is often unpopular. You may encounter people who object to having their projects dissected. You must help your co-laborers understand that evaluation is part of a greater strategy to improve the ministry's effectiveness. Evaluation creates a discipline for all levels of an organization and creates the framework in which to operate, measure and improve programmatically. ●

MARK FORSHAW, MA BSC, executive director of Global Scripture Impact, was previously with the World Health Organization, Geneva Global, Tearfund and African Inland Mission. He serves as an adjunct professor at Cairn University (gsimpact.org).

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GET IT RIGHT

Excellence
through
predictive
hiring



by Chad Carter

HIRING RIGHT CAN PROFOUNDLY IMPACT YOUR SUCCESS in creating a high performance organization, and yet for many organizations, a “great hire” continues to be elusive. Many organizational leaders still struggle to crack the mystery of a great hire.

I’ve discovered that many organizations fall short in finding and hiring the right people for the job for two reasons. First, they compromise and settle for less because of immediate pressures they are experiencing, and second, they lack the disciplines needed to be in place to shape excellence in their hiring processes.

By contrast, high performance organizations are more consistent and successful in securing the right people for the right spots. They know they don’t have the luxury of a bad hire. As a result, they don’t fill open positions with whoever walks in the door. They foster a culture that hires only the best fit for each role. They don’t select people and then try to convince the new hire to embrace the organization’s core values. Instead, they choose to invite onto their team those who already possess their organization’s values and DNA. This allows new hires to fulfill their calling and apply their strengths.

SOMETHING HAS TO CHANGE

In the end, we have in our organizations only what we cultivate or tolerate. High performance organizations get it right because their leaders establish a rigorous hiring process and commit to it with no compromises.

Knowing this, why is it that so many managers take the easy way out or fail to apply excellence in hiring practices? The

reason is simple: hiring managers believe they’re good judges of character. They say to themselves: “This can’t be *that* difficult.” So they don’t prepare thoroughly for the interview. Despite misfires or lackluster hires in the past, there’s a sort of misplaced optimism that sets in that makes them say, “I’m gonna get it right the next time.”

Unfortunately, this is a bad bet. A popularized adage defines insanity as “doing the same thing over and over, but expecting a different result.” In reality, only changed behavior will produce changed outcomes, and if these managers don’t change the methods they employ, there is no reason to believe they will produce better or more reliable results in the future. It’s likely that failed hires will continue to wreak havoc on our organizations and the great people with whom we work. That’s not to mention the havoc that we personally reap and the negative effects on the bottom line of our organizations. Somehow we have to stop this.

A GREAT HIRE TAKES MORE THAN GOOD LUCK

Solomon reminds us in Proverbs 26:10, “*Like an archer who wounds at random is one who hires a fool or any passer-by.*” This proverb, written in ancient times, is still applicable to us today. Great hires merit our best attention and intention. It is vitally important to triple the rigor of your hiring process if you want to become a high performance organization.

Peter Drucker estimated that two-thirds of all hiring decisions ultimately prove to be hiring mistakes. Most managers would estimate that they have a 50/50 shot at getting hiring decisions right. However, a few organizations like Chick-fil-A, Southwest Airlines, and Ritz-Carlton employ a

more predictive hiring process that allows them to achieve far more reliable and productive results than other organizations. That's why they're high performance organizations. Chick-fil-A executive Mark Miller states in his new book, *Chess Not Checkers: Elevate Your Leadership Game* (Berrett-Koehler Publishers, 2015), "If you intend to be a High Performance Organization, recruit the best, select the best, retain the best, and accept no less. At Chick-fil-A, hiring is 90% of the equation."

THE SIX DISCIPLINES OF PREDICTIVE HIRING™ & THE FIVE ATTRIBUTES™

Few achievements of any consequence have ever been gained without sacrifice, struggle and discipline. Similarly, the hiring success of these high performance organizations is rooted in their ability to follow a consistent and disciplined process for every new hire.

My approach to hiring reflects the pivotal elements of this process, what I call *The Six Disciplines of Predictive Hiring™* and *The Five Attributes™*. I authored a book entitled *The Five Attributes™: Essentials for Hiring for Christian Organizations* (BCWI, 2015), and another entitled *The Six Disciplines of Predictive Hiring™* is coming soon.

I know these principles work because they're tried and true. They've taken the guesswork out of hiring, and have enabled the organizations employing them to reap the benefits of a truly predictive process.

Prior to having technology that allowed us to "see" into the ground, people depended on divining rods to find water wells, metals, gemstones and even missing people. *The Six Disciplines of Predictive Hiring™* and *The Five Attributes™* provide a divining rod for talent acquisition. They point leaders in a productive direction and connect them with the resources and tools for a reliable and predictive hiring process.

THE SIX DISCIPLINES

The Six Disciplines of Predictive Hiring™ helps guide a leader's process and priorities so that things stay on the critical path to a great hire.

The first of the *Six Disciplines* is "Alignment." This refers to agreeing on what we're looking for in a hire. In the rush of other demands, this critical commitment is overlooked by many organizations or is simply not prioritized. It's vital to be clear about what you're looking for if you want to avoid wasted time, unproductive conflict and unnecessary risk to your organization. According to a study performed by Watson Wyatt, "If the alignment step is skipped, you sharply decrease the ability of finding high potential talent by 56%." You will experience significantly increased precision when you really take the Alignment step seriously.

Another critical discipline is "Screening." This step involves multiple rounds of rigorous, systematic interviewing through open-ended, behavior-based questioning. The best predictor of future performance is past performance. Open-ended, behavior-based questions require deeper thinking and richer responses than simple yes or no questions. Consequently, they provide valuable insight into candidates' actual activity — how

I know these principles work because they're tried and true.

they solved problems or handled particular tasks or responsibilities in the past. The candidates' answers can serve as reasonable predictors of how they will perform within your organization in the future.

THE FIVE ATTRIBUTES™

During Screening, leaders seek to evaluate candidates regarding *The Five Attributes™*. These characteristics include the oft-communicated "3 C's of Hiring" (i.e. character, competence and chemistry) as well as two additional characteristics — "calling" and "contribution" — that correlate with successful hires and high performance. The first of these additional attributes is calling — the degree to which candidates are living their lives by God's assignment. The second is competence — the ability of the candidate to make an immediate and long-term, positive impact on the organization and to what extent the candidate will perform with excellence.

In July 2009, a world-class committee of sports experts helped the *Sporting News* rank the 50 greatest sports coaches of all time, in all sports. Number one on that list was Coach John Wooden. His 10 NCAA national championships over 12 years is a record that is still unmatched by any other coach in history. Coach Wooden was also a man who honored God and his Word.

One of the most quoted Woodenisms is, "Never mistake activity for achievement." In this statement, Coach Wooden highlights the difference between simply doing work and honest-to-goodness getting stuff done. Just because you're busy doesn't mean you're accomplishing anything. Making the right things happen is essential to the success of a high performance organization.

Taking this to heart, today's leaders need to not merely be busy about the business of hiring, but must be strategic in choosing how and where to be active. *The Six Disciplines of Predictive Hiring™* and *The Five Attributes™* are valuable aids in directing their energy and attention and demystifying the art of a great hire. ●

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Learn more about *The Five Attributes™* by going to (bcwinstitute.com) or (Amazon.com). Watch for the coming book release of *The Six Disciplines of Predictive Hiring™* by Chad Carter.



Kingdom-Focused Excellence

A five-step process

By Wesley K. Willmer

AS A CHRISTIAN LEADER, how do you measure the excellence of your ministry? What considerations set its direction? All too often the measurement is about common, earthly values instead of eternal kingdom values.

With continual pressure toward production-driven leadership, expansion-focused strategies, earthly oriented metrics,

results-based management and a utilitarian view of resource, how is the Christian organization actually to define excellence? (This topic is explored in great detail in *The Choice: The Christ-Centered Pursuit of Kingdom Outcomes*, a 2014 ECFA Press book I co-authored with Dr. Gary G. Hoag and Dr. R. Scott Rodin.)

Recently I led a seminar on this topic for leaders of a ministry. Initially, they were reluctant to consider moving from

using the secular world's "common path" of evaluation metrics to determine excellence, because those are so ingrained in us. After the sequential steps of eternal kingdom values were outlined, however, the leaders gained perspective and desired to pursue kingdom-focused excellence.

The purpose of this article is to assist ministry leaders to recalibrate to the kingdom-focused values by applying five steps.

STEP 1: DETERMINE THAT YOUR MINISTRY'S MANDATE IS TO PRODUCE FOLLOWERS AND DISCIPLES OF CHRIST.

"Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age." (Matt. 28:19–20)

This first step may seem obvious and assumed, but it is an essential starting point. At the outset of the process, this step brings focus to a ministry's purpose; and at the end, it provides a measurable target. The kingdom-minded ministry is compelled ultimately to win the world for Christ. This commitment not only defines an eternal calling, but also measures the corporate culture that is desired. As shown in the diagram, the process starts with this goal. Growing godly employees; pursuing faithful administration; measuring success by eternal fruitfulness; and pursuing generosity of gifts, goods and the gospel — all these steps support the vision of winning the world for Christ. With this calling in mind as the first and also the end step, how does the ministry leader follow the path that leads to kingdom outcomes?

STEP 2. GROW AND CREATE A CULTURE OF PEOPLE WHO HAVE "PUT ON THE NEW SELF."

"Put off your old self, which is being corrupted by its deceitful desires; to be made new in the attitude of your minds; and to put on the new self, created to be like God in true righteousness and holiness." (Eph. 4:22–24)

The values and actions of the people who work for an organization make up the culture that drives the mission. The ministry's eternal kingdom excellence will be limited without believers who have "put on the new self," which is characterized by their serving in unity as the body of Christ (1 Cor. 12:12–31). With lives that give evidence of the fruit of the Spirit, believers are to do nothing out of selfish ambition or vain conceit (Phil. 2:3–5). Rather, in humility, we are to value other people above ourselves. Such relationships among employees who have the mindset of Christ result not only in looking to one another's interests, but also to those of the ministry as well.

Similarly, ministry leaders, in effecting their policies, should act as sowers rather than reapers. (Eccl. 11:6, 1 Cor. 3:1–9, Mark 4:1–20). The characteristics of relationship-based management depict those of a sower. The norm for the steward-leader is supporting and encouraging employees, rather than trying to



control them (Acts 15). Is your ministry nourishing the giftedness of people, or are you merely using them to accomplish your purposes? With a priority on spiritual maturity, an excellent ministry builds and invests in its people and their God-given talents and abilities.

3. BECOME CHARACTERIZED BY FAITHFUL ADMINISTRATION.

"Each of you should use whatever gift you have received to serve others, as faithful stewards of God's grace in its various forms." (1 Pet. 4:10)

In God's eyes, excellence is faithfulness. The key to this step is to place a priority on obedience and faithfulness to God's Word, proving faithful, as 1 Corinthians 4:1–2 remind us: "This, then, is how you ought to regard us: as servants of Christ and as those entrusted with the mysteries God has revealed. Now it is required that those who have been given a trust must prove faithful."

A ministry that is faithful is more concerned with who it is in Christ than with what it does (Gal. 5:22–23). We must do what is right — not only in the eyes of the Lord, but also in

**Excellence
requires
avoiding outcome
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on people.**

the eyes of man (2 Cor. 8:21). Those who have served well will gain an excellent standing and great assurance in their faith in Christ Jesus (1 Tim. 3:13).

Excellence in a faithful ministry is exhibited by evidence that God's Word and prayer are important (Acts 6:4). Within this life of faith the members spend concerted time in God's Word in order to discern his will, and they earnestly practice prayer, both corporately and privately.

Faithful ministries that operate from a biblical worldview (Acts 11:26) acknowledge that God is all-powerful, all knowing and always present; he is a God of abundance and not of scarcity. These ministries also acknowledge God as the moral authority and moral owner. Ministry leaders there serve as stewards or managers of a sacred trust in God's organization and are accountable to God. Faithful administration functions with the understanding that all decisions have eternal consequences (Acts 17:22-31), and focuses on sustainability from God's perspective. The outcome of faithful administration is manifested in eternal fruitfulness.

A ministry that is faithful is more concerned with who it is in Christ than with what it does.



STEP 4. MEASURE EXCELLENCE AS ETERNAL FRUITFULNESS IN DEED AND WORD.

May our Lord Jesus Christ himself and God our Father, who loved us and by his grace gave us eternal encouragement and good hope, encourage your hearts and strengthen you in every good deed and word. (2 Thess. 2:16-17)

Romans 12:2 reminds us: "Do not conform to the pattern of this world, but be transformed by the renewing of your mind." A result of this renewing of the mind is being eternal kingdom-focused, producing the fruits of the Spirit (Gal. 5:22-23).

Part of measuring fruitfulness is to hire people who live in obedience to Christ and God the Father. These people realize the Holy Spirit (and not their efforts) generates the fruit, and they give him the glory. The focus is on a qualitative, not quantitative, measure of excellence.

No branch can bear fruit unless it remains attached to the vine (John 15:4). That fruit is not the result of our efforts, but rather the kingdom outcomes of fruitfulness resulting from obedience to God's Word. Fruitfulness is an eternity-measured metric of growth in God's kingdom and not in the earthly issues of growth of the numbers of people, facilities, programs or the amount of money. Generosity, which is a fruit of the Spirit, needs to be intentionally pursued.

STEP 5. ENCOURAGE BIBLICALLY PURSUED GENEROSITY IN GIFTS, GOODS AND THE GOSPEL.

"Fan into flame the gift of God." (2 Tim. 1:6b)

To align with kingdom-focused excellence, a ministry's actions around raising resources will seek a desired outcome to grow givers or stewards who have hearts rich toward God (Luke 12:21). Generosity becomes the natural outcome of God's work of conforming believers to the image of Christ. The question then becomes, how is the ministry using the efforts and gifts of its people to participate in God's work? Part of this process is to reinforce policies and to foster an environment that promotes God's way of giving from a transformed heart (2 Cor. 8:1-5).

Excellence requires avoiding outcome measurements that place demeaning, utilitarian value on people. A ministry that is solely seeking to raise money is often enslaved to mammon and is a lover of money. God's way of excellence is to raise up stewards and invite their participation in God's work. Out of this approach to excellence, a ministry sets its funding goals as God provides resources, rather than for what the ministry hopes will happen.

When completed, this five-step process (as noted in the diagram) comes full circle in achieving excellence from a kingdom-focused perspective and, most important, it results in producing followers of Christ. ●

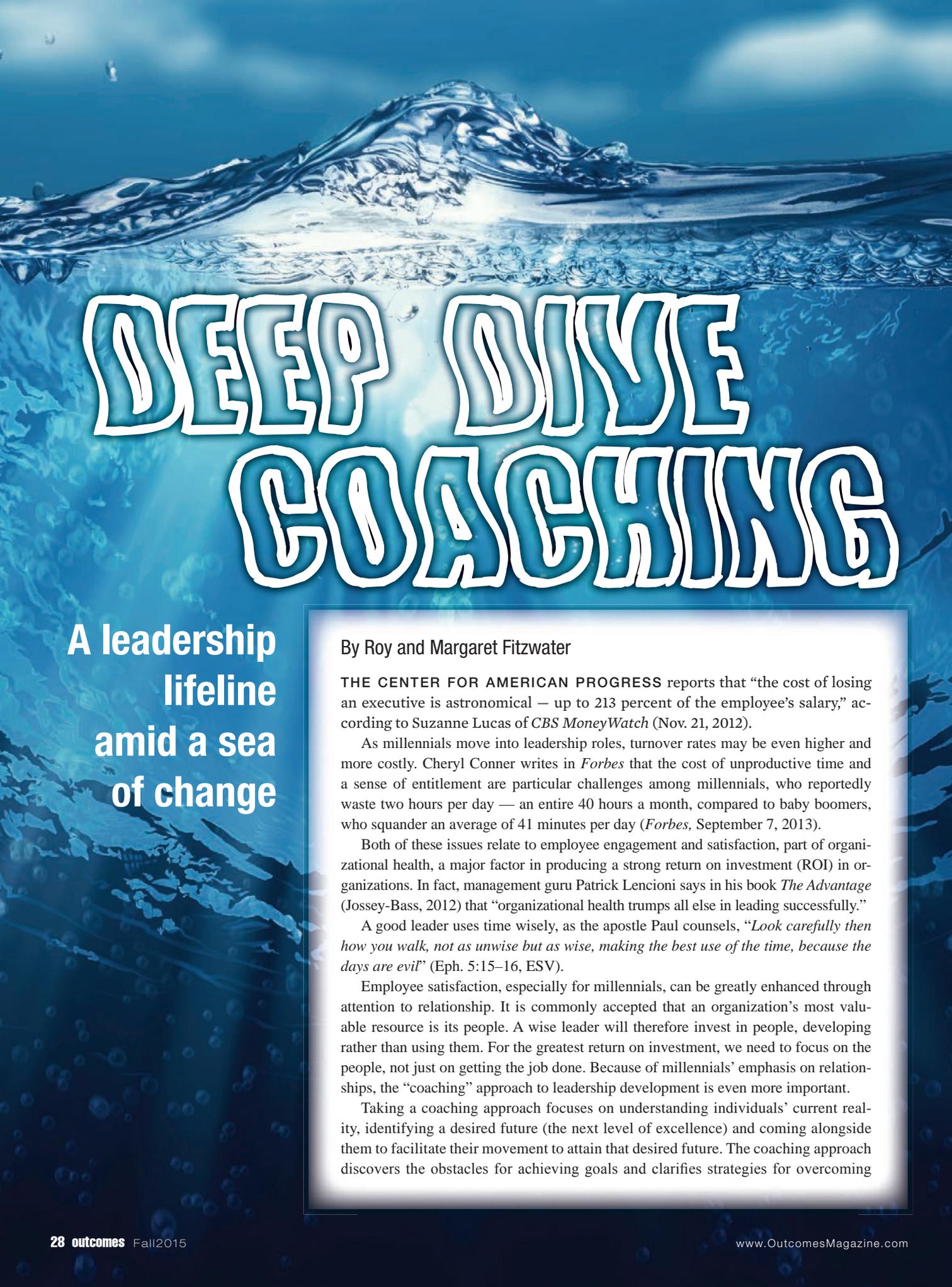
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DEEP DIVE COACHING

A leadership
lifeline
amid a sea
of change

By Roy and Margaret Fitzwater

THE CENTER FOR AMERICAN PROGRESS reports that “the cost of losing an executive is astronomical — up to 213 percent of the employee’s salary,” according to Suzanne Lucas of *CBS MoneyWatch* (Nov. 21, 2012).

As millennials move into leadership roles, turnover rates may be even higher and more costly. Cheryl Conner writes in *Forbes* that the cost of unproductive time and a sense of entitlement are particular challenges among millennials, who reportedly waste two hours per day — an entire 40 hours a month, compared to baby boomers, who squander an average of 41 minutes per day (*Forbes*, September 7, 2013).

Both of these issues relate to employee engagement and satisfaction, part of organizational health, a major factor in producing a strong return on investment (ROI) in organizations. In fact, management guru Patrick Lencioni says in his book *The Advantage* (Jossey-Bass, 2012) that “organizational health trumps all else in leading successfully.”

A good leader uses time wisely, as the apostle Paul counsels, “*Look carefully then how you walk, not as unwise but as wise, making the best use of the time, because the days are evil*” (Eph. 5:15–16, ESV).

Employee satisfaction, especially for millennials, can be greatly enhanced through attention to relationship. It is commonly accepted that an organization’s most valuable resource is its people. A wise leader will therefore invest in people, developing rather than using them. For the greatest return on investment, we need to focus on the people, not just on getting the job done. Because of millennials’ emphasis on relationships, the “coaching” approach to leadership development is even more important.

Taking a coaching approach focuses on understanding individuals’ current reality, identifying a desired future (the next level of excellence) and coming alongside them to facilitate their movement to attain that desired future. The coaching approach discovers the obstacles for achieving goals and clarifies strategies for overcoming

and/or removing them. It also encourages those being coached to own the need for change. The primary strategy for effective coaching is developing a powerful relationship. That is done by knowing employees well through active listening and learning. To do that, you must ask great questions and wisely speak truth to provide needed clarity, direction and guidance toward growth.

Supervisors should help employees discover and use their own personal resources for change. This greatly increases employee engagement and produces lasting change. It also engenders real growth in ability and develops these key members of the team.

POWERFUL RELATIONSHIPS

Bill Mowry, co-worker and author of *The Ways of the Alongsider* (NavPress, 2012), details how relationships that produce transformation — including those in the workplace — mirror the types of relationships Jesus had. Those relational traits include being:

- **Intentional:** Jesus invested the majority of his time in the select few, versus the multitudes. Jesus led with the heart of a servant, understanding and ministering to real needs. In *The Master Plan of Evangelism* (Revell, 2010), Robert E. Coleman said it well: “One must decide where he wants his ministry to count — in the momentary applause of popular recognition or in the reproduction of his life in a few ... who will carry on his work, after he has gone. Really, it is a question of which generation we are living for.”
- **Spiritual:** In partnership with the Holy Spirit, transformation happens. We can only facilitate real growth that the Holy Spirit provides. Think about Jesus’ commitment to prayer; surely ours needs to mirror his.
- **Holistic:** With a longer-term perspective, Jesus knew how to move from surface-level discussion and informational conversations to those of feeling and real depth. Without a doubt, he cared for the whole person.

ACTIVE LISTENING

You cannot know a person without listening well. Active listening requires practice and focus, and it is a clear signal to staff as to whether or not they are really cared about. Listening well is motivational. It is a key for transformational leadership. Being unable to listen well is a “show stopper” for many talented individuals. You can become an active listener by following these principles:

- **Be fully present:** Be attentive, engaging and reflective, free of distractions.
- **Linger to listen:** Listen, listen, listen to the heart of the staff, to the heart of Jesus and to your own heart.
- **Show authentic interest:** Inauthentic listening is a dead giveaway for not really caring and loving as Jesus did.
- **Withhold judgment and interruptions:** Speak with the intent to listen rather than formulating your response while the other person is talking.
- **Concentrate on the other person:** Truly seek to understand the other person’s perspective.
- **Model appropriate body language:** Your posture can signal attentive listening.
- **Respond with reflective questions or statements:** Frame responses with “It sounds like you...,” “Tell me more about...,” “What did you mean by...?” and the like.

ASKING GOOD QUESTIONS

Solomon said it well: “*The purposes of a person’s heart are deep waters, but one who has insight draws them out*” (Prov. 20:5). Perhaps this is why Jesus asks more than 1,000 questions in the New Testament. His approach caused others to think about their response and to truly learn. They acquire not only head knowledge but heart knowledge that leads to a real change in behavior.

In light of all this, we can encourage real growth and movement in our staff by employing the same techniques. However, this takes both time and a strong commitment from leaders. Baby boomers, much of today’s leadership force, have grown up in a head-heavy intellectual environment. Thus, they are generally good at telling versus asking. With due diligence, even the best “tellers” can become transformational in their style. They can learn to be patient, to ask the right questions and to wait for the reply.

- **Good questions are open-ended:** Ask how, what, where, when or who, but refrain from using “why,” which can come across as judgmental.
- **Good questions lead to action:** “*But the noble make noble plans, and by noble deeds they stand*” (Isa. 32:8). Great thoughts and plans are good, but we are here to produce results, and so are our employees. It is the “deeds” or actions that will tell the story.
- **Asking good questions takes practice:** Don’t get discouraged. This will take time, yet it’s time that will be multiplied in the fruitfulness of the staff.

ACCOUNTABILITY

A relevant leadership maxim says, “We can expect what we inspect.” A good coach follows up on those who’ve learned to see that they are continuing to practice it.

For example, take the example of “Joy,” a young, competitive and accomplished tennis player who needed only to “tweak” her serve to win in professional competitive matches. After hiring a coach to help change her serve, her game improved. This took her to the next level. But the transition to that next level of competition took great effort. She relocated, taking her away from her coach too soon. Without coaching guidance, she unknowingly reverted to her old form and ways, losing a critical match. Without accountability, sliding back into old ways is the norm.

Problems and tough decisions are ideal development opportunities for people. The key is using questions and guided discussion to coach people on solving problems for themselves — instead of telling them what to do. Developing people rather than simply using them for results is vital for organizational success, and for engaging future leaders. We believe a deep-dive coaching approach is part of God’s plan for addressing the culture and planning for the future.

Recall the words of Mordecai to Esther, “*And who knows but that you have come to your royal position for such a time as this?*” (Esther 4:14b). ●

ROY and MARGARET FITZWATER are co-directors of Navigator Church Ministries, a ministry of The Navigators (navigatorchurchministries.org). They are certified coaches, and previously led in *Fortune* 100 companies. Contact Roy at roy@thefitzwaters.com and Margaret at margaret@thefitzwaters.com.

Going Global

Establishing international HR excellence

By Vicki Harris

OUR DAILY BREAD'S MISSION is "To make the life-changing wisdom of the Bible understandable and accessible to all." We understand that the Great Commission is a mandate for us to reach all nations for Christ. We have 37 offices working together to distribute more than 60 million resources in 150 countries around the world. Our offices represent the regions of Africa, Americas, Asia Pacific, Australia/Oceania, Canada and Europe.

For many years, our resources were all developed mainly using U.S. authors, writers and editors. They were then distributed to these countries. Over time, it became apparent that these resources were not meeting the overall cultural needs of our constituents because they were created from a U.S. perspective rather than a global one.

A few years ago, after much prayer and discussion, our executive leadership team determined that we could no longer make all of these decisions and products solely from an American perspective. We needed to make some intentional steps to have a more global approach to our product development initiatives that included the voice of our worldwide offices and their ideas, talents and gifts to be represented at the table.

As we face the next decade and beyond, we see a compelling need to reposition the ministry and maximize the deployment of the resources God has entrusted to us for fulfilling the mission. To achieve this objective, we began the process of greater communication and collaboration aimed at achieving oneness. This means a common mission and shared resources operating from multiple locations reaching diverse groups of people and segments worldwide.

Over the last five years, we have begun to widen our scope to search for other Christian scholars and authors within the various regions abroad to write and create resources in the local context of these countries. Also we have created a strategic plan and global matrix. That plan resulted in the re-evaluation of the ministry's highest level of authority: the executive board of directors. It became clear that the executive board representation was only a reflection of one culture, the U.S., and did not reflect the worldwide nature of

our ministry. Therefore, the executive board of directors was broadened to include a diversity of men and women on the team. A worldwide restructuring of the global operations was also instituted. That resulted in implementing a “global” executive team.

In that same timeframe, a global “Oneness Policy” was developed, approved and embraced by all of the executive leaders worldwide. This Oneness Policy has been critical in maintaining and growing in the arena of globalization. The overall goal of the Oneness Policy is to promote excellence and encourage interdependence between Our Daily Bread’s constituent units, to develop and maintain a significant level of cohesiveness and to focus on sustainable growth for the future of the ministry. The foundation for this policy is the ministry’s guiding principles (ethos), mission, vision and values.

The Oneness Policy also provides strategic guidance to incorporating global Human Resources (HR) practices. I serve as vice president for global HR for Our Daily Bread, and as we began this quest to bring the ministry’s offices into oneness, we began by evaluating our overall strategies for handling HR disciplines and practices around the world. This is an ongoing and enormous mission for our ministry. Accomplishing a goal of consistent global HR practices requires all of our employees and leaders worldwide, praying and working together. We take no glory for what God has done and is doing. We are eternally grateful for the great strides that have been made in our strategies for creating oneness. We certainly have not mastered that goal yet, but we are committed to this mission. We are continuing to build trust in our global relationships by taking time to listen and understand needs, learn the various cultures and different nations’ governments and employment laws. Every country and region has its own way of doing things, its various laws that govern and its own unique ministry culture.

As a foundation to building unity and accomplishing these ministry efforts, we based our principles on Philippians 2:1–4, which emphasizes the importance of being likeminded with our brothers and sisters in Christ. These principles are also revealed in Romans 15:5–6: *“May the God who gives endurance and encouragement give you the same attitude of mind toward each other that Christ Jesus had, so that with one mind and one voice you may glorify the God and Father of our Lord Jesus Christ.”*

Imitating Christ’s Humility

You can have success if you have unity within an organization and everyone is working towards the same mission and goals. It is the true essence of Christianity and a dynamic example of how unity and humility will bring continued blessings.

Creating and maintaining unity takes a great deal of effort. We are committed to do all we can to maintain unity within our ministry. This past year, we were able to travel to the various countries to connect with the regional offices, country directors and leaders to conduct a general overall assessment

of the management policies, practices and procedures for each individual country. We wanted them to know that we respect and celebrate their unique cultures.

I was able to provide training and development sessions for our U.S. leaders as well as leaders and staff members abroad. I began with a reminder of Our Daily Bread’s mission, vision and values — and our Oneness Policy. I also held sessions involving communications, leadership principles, team building dynamics and HR disciplines. This endeavor was a huge success for our HR department, as we were able to build authentic relationships and trust with leaders and employees worldwide.

With the executive leadership in these offices, we discussed and determined ways we could work together to maintain balance between ministry principles and the individual country’s laws. We were able to do so by standing firm in who we are as a ministry and making sure that how we treat our employees remains in alignment with our guiding principles.

The key objective that we foster and strive to model as HR professionals in our organization is to nurture and create an atmosphere and culture where *everyone* is thriving. No matter what role they are currently in, everyone adds value and works together to advance the kingdom. Some other critical values we cultivate with our employees and leaders are excellence, interdependence, collaboration, character, respect, diversity, innovation and being servant leaders/employees who are gifted, godly and globally minded. To achieve our goal of developing new and existing leaders who are globally focused, we seek to improve their capacity to provide efficient and effective global reach and service.

The key to moving any organization or ministry forward lies not in promoting competition or independence but in winning employees’ complete cooperation, trust and loyalty.

In order to do this, leaders must foster an atmosphere of trust that secures collective participation among employees at all levels. Actively supporting cooperation, built on interdependence, is the most effective strategy for creating and sustaining strong collaborative employees.

The central theme for our global HR department is maintaining alignment with the individuals who advance the ministry, as well as alignment with the organization. It begins with caring, expressed by L.O.V.E. — my acronym for **L**asting, **O**utstanding, **V**isionary, **E**mployees. LOVE is the foundation to global HR excellence.

Organizations committed to building effective leadership, maintaining a biblical foundation for managing and developing leaders, investing in and empowering future leaders, and promoting diversity, will build ministries that thrive on the strength of their employees’ gifts, talents, energy and creativity. ●

VICKI HARRIS is vice president of global human resources at Our Daily Bread Ministries (odb.org). She has more than two decades of leadership experience in human resources and organizational development and is passionate about serving her local community and ministry.



The Annual Report

Your ministry's best community builder

By Randon Samelson

EVERY MINISTRY LEADER I have ever met craves community with their constituents – especially their donors. Yet not one ministry leader I know believes they have remotely achieved this. Why?

Most public companies' annual meetings are attended by less than 100 people and last two hours. Warren Buffett's annual meetings last three days and are attended by over 30,000 people from every continent. Why?

Some would say he is a great investor who has performed well. He certainly has, and performance is necessary to create lasting community. However, others have performed well without building community. So what's the difference?

As a CEO, Buffett has taken the annual report to a higher level – not in cost, but in substance and style. His annual letter is remarkably unique, but it is well within the ability of every leader.

Most ministries, however, don't even produce an annual report. Those that do often create one that looks more like a sales brochure than a real report. Worse, almost all of them include a three-paragraph letter from the CEO that does more harm than good – it implicitly communicates that the CEO is too busy to share in a meaningful way.

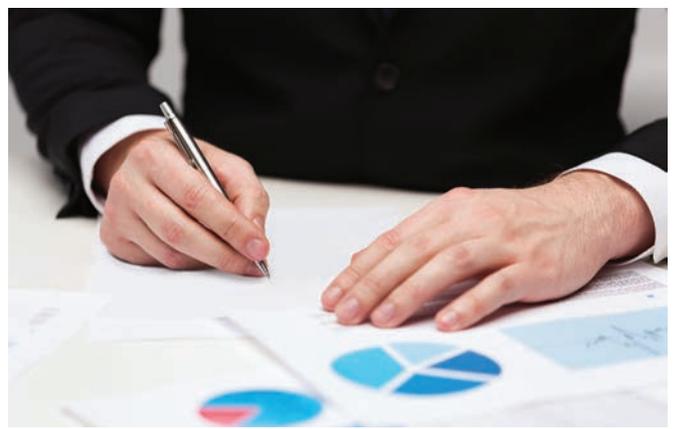
Communicating well is just as important, if not more so, than performing well. And the single most important communication tool that a ministry has is an annual report.

So as you prepare to produce an annual report, remember that there are two different ways people process information: the right-brain way, which involves emotions, pictures and stories, and the left-brain way, which focuses on numbers, logic and facts. Your annual report should include both types of information to reach both types of people.

So where to start? Let's discuss the most important five elements that make a meaningful annual report.

1. CEO ANNUAL LETTER

The CEO's letter should be thorough, meaningful and transparent. Here's a tip from Warren Buffett: Imagine you're



writing to a family member who has been out of the country for a year. Bring them up to date as thoroughly as possible. (Buffett's letters are often 20 pages or more!) Don't be afraid to share the good, the bad and the ugly. The letter should also authentically reflect the CEO's personality and character. After a few letters, readers ought to have a sense that they know and share a personal connection with the CEO.

In your letter, state your most important message early and clearly — ideally in the first two sentences. If you could convey only one message to readers, what would it be? Whatever that message is, capture it in the first paragraph and then repeat it, year after year.

Also include an update on what happened with your organization during the previous year. Discuss how well you met — or did not meet — your goals. Never be afraid to share what didn't work out the way you had hoped. Such transparency is a critical element in building confidence.

Offer a clear description of three to five goals for the year ahead. It's always a good idea to include goals that have measurable outcomes, so everyone knows exactly where you're going and exactly when the goal has been reached. Then, succinctly describe the most important opportunity or obstacle the ministry faces. This is a great way to advertise to your community where they could impact the ministry in the most powerful way.

Don't be afraid to educate your reader. Do your best to help your constituents understand your ministry and the environment in which it serves. A well-informed and knowledgeable constituent is more likely to feel connected to your ministry. Thus, they are more likely to support you with their time, prayers, wisdom and money. All of this is extraordinarily valuable to the CEO and the ministry.

2. MINISTRY FOCUS

For many left-brain readers, this may be the most important section of your annual report. Left-brain donors often believe that ministries either lack focus or struggle to articulate their focus. Such a perception can undermine the donor's confidence in your ministry.

Thus, I encourage ministries to have no more than three operating "silos." This will demonstrate that your ministry is clearly focused. Dedicate one or two pages to each of your operating "silos," explaining what they do and where.

3. RELEVANT FINANCIAL INFORMATION

Obviously, you need to disclose pertinent financial information. This section should include a balance sheet and a cash flow or income statement. Also offer a pie chart detailing the percentages of funds dedicated to administrative, fundraising and program costs. These disclosures are especially helpful for people like me who believe financial documents tell important stories.

4. LEADERSHIP

Donors like to know who is leading the ministry — not just the CEO, but key executives and board members too. Include brief bios so donors can see individual qualifications as well as a board's diverse skill set (bankers, lawyers, pastors, etc.).

5. RELEVANT GRAPHS

Beyond these essential sections, there's plenty of room for pictures and creativity, and plenty of space to discuss the ministry's vision, mission, history, interesting case studies and donation requests. You can also sprinkle in graphs that detail the critical metrics of your ministry that your community can watch over three to five years.

So why should you go to such lengths in your annual letter? Is all of this really worth the time and effort? Consider some of the benefits. A quality annual report:

- Builds community with donors and other constituents
- Connects with the left-brain dominant donor
- Enhances ministry focus and effectiveness
- Builds confidence with donors by transparently reporting in a familiar format
- Distinguishes the ministry in the minds of donors
- Enhances the probability that the key message will be heard
- Creates a ministry history available for new donor prospects
- Demonstrates a commitment to excellence
- Reveals the ministry's cumulative impact over three or more years, which especially helps the left-brain dominant donor
- Creates an optimal "take-away" for donor presentations

This kind of annual report will cost money. Is it worth it? Only you can decide, but I believe that in most cases, the benefits dramatically outweigh the costs. In fact, not only do I believe it is worth the cost, but in my experience, it may also be one of the most valuable steps a ministry can take to create lasting community. Furthermore, most ministries have at least one business-oriented donor who would be thrilled to provide a designated gift to help the ministry pursue excellence in an annual report.

Of course, not every donor will read every page of such a comprehensive annual report. But the effort it takes to create such a document will get their attention in ways that previous efforts (or lack thereof) may not have accomplished.

Let me offer two final recommendations: First, commit to creating an annual report for at least the next three years. Don't expect just one annual report — regardless of how well it's done — to produce the kind of community you desire. An annual report that arrives regularly and maintains the same general appearance will soon feel like a "letter from home."

Second, everything about this report should communicate excellence. It should look and feel like an important communication. This alone will tell the recipient that you've created something special that deserves their careful consideration.

Such an annual report can be the first step in truly building community with your constituents. It's a win-win for everyone, and it might just be the most important step your ministry can take to advance the kingdom. ●

RANDON SAMELSON is the founder of COUNSEL & CAPITAL, a non-profit "investment bank" serving Christians pursuing biblical priorities, free of charge. He has 40 years of investment and nonprofit leadership experience. Samelson is the author of *Breakthrough* (COUNSEL & CAPITAL, 2014) and the monthly e-letter *Investing for Biblical Priorities* (counselandcapital.org).

Jesus' Team of 12

Creating a culture of excellence

JESUS' INTERACTIONS WITH HIS TEAM OF 12 created a culture of excellence that every organization would do well to embrace. In *Jesus CEO* (Hachette Books, 1996), Laura Beth Jones insightfully observes that “once Jesus began his work in earnest, he wasted no time in forming a team... Even Jesus knew he could not change the world alone.”

TEAM-BUILDING MOMENTS

The Five Dysfunctions of a Team (Jossey-Bass, 2002) by Patrick Lencioni offers insight on creating a culture of vulnerability, debate, commitment and accountability.

In Mark 8, we see one of Jesus' team-building moments with his disciples. During travels to Caesarea Philippi, Jesus used a casual roadside conversation to ask questions as a means to create team culture. “On the way he asked them, ‘Who do people say I am?’” (Mark 8:27) Jesus demonstrated vulnerability by allowing teammates to probe his validity.

Jesus seemed to be testing the level of team trust. The phrase, “On the way he asked...” depicts the spontaneous interaction of high trust. In organizations, it's called creating an accepted healthy workplace culture. Jesus encouraged reaction, almost digging for conflict and debate. The disciples respond, “Some say John the Baptist; others say Elijah...” (Mark 8:28)

Jesus pressed further asking, “But what about you?” ... “Who do you say I am?” (Mark 8:29) Their high-trust culture was such that Jesus insisted on group discussion with openness to individual opinions.

Peter, often seen as the team's spokesperson, blurted out, “You are the Christ” (Mark 8:29) to publically declare his personal commitment to Jesus.

Then Jesus charged them with a seemingly unusual instruction by warning them “not to tell anyone about him.” (Mark 8:30) This became a moment of accountability for the disciples charged to follow through with this instruction. Jesus knew that his disciples didn't yet understand the depth of Peter's Messiah declaration.

Jesus continued by foretelling of his death as Isaiah 53 prophesied; this was the first his team had heard the seemingly bad news. Jesus “spoke plainly about this.” (Mark 8:32) This demonstrated another culture-building principle. In both good times and bad, great team leaders speak openly without convoluting the truth.

Not willing to accept this, “Peter took (Jesus) aside and began to rebuke him.” (Mark 8:32) Jesus spoke directly to Peter, the disciples overhearing, “You do not have in mind the concerns of God, but merely human concerns.” (Mark 8:33)

Peter had in mind the perspective of man rather than that of God. Jesus, by contrast, was seeking to create a team culture of excellence that embraced God's plans.

HIGH FUNCTIONING TEAMS — APPLYING JESUS' EXAMPLE

In *The Five Dysfunctions of a Team*, author Patrick Lencioni says “Absence of Trust” is the greatest team challenge. The counterpoint he offers is to “Demonstrate Vulnerability.” Jesus was vulnerable in order to see if the disciples were willing to examine their own belief in him.

The second dysfunction is “Fear of Conflict.” Lencioni states, “Unfortunately, conflict is considered taboo ... the higher you go up the management chain, the more you find people spending inordinate amounts of energy trying to avoid the kind of passionate debates that are essential to any great team.” Lencioni's counterpoint is to “Mine for Conflict and Debate” by making reasonable attempts at digging up issues containing conflict. It would seem that Jesus encouraged reaction, almost digging for conflict and debate.

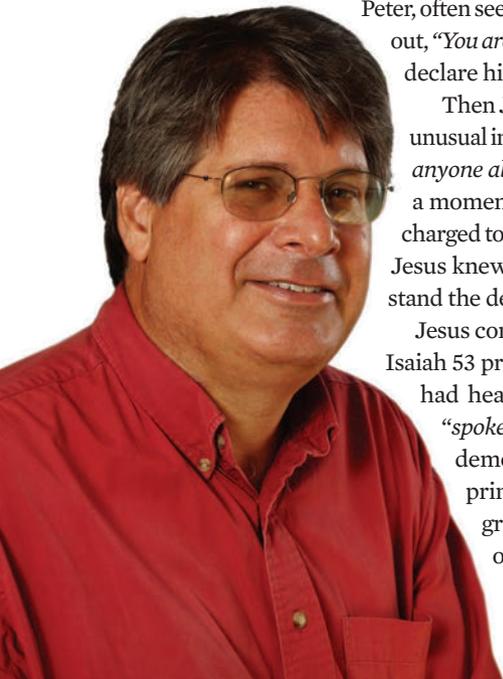
The third dysfunction is “Lack of Commitment;” the counterpoint is “Require Clarity and Commitment.” Lencioni says “Great teams ensure that everyone's ideas are genuinely considered.” Jesus wanted the disciples, individually, to pause, clarify and decide who he was.

The fourth dysfunction, “Avoidance of Accountability;” is “the unwillingness of team members to tolerate the interpersonal discomfort that accompanies calling a peer on [their] behavior.” Jesus called on each disciple to be cautious in declaring Jesus as Messiah without fully understanding the meaning of such a claim. The counterpoint is “Holding One Another Accountable.”

The fifth dysfunction is “Inattention to Results;” the counterpoint is “Focus on Collective Results.” Lencioni says, “... the leader must set the tone for a focus on results.” Jesus called Peter, and the others, to a clear focus on “the things of God” rather than “merely human concerns.”

Jesus created a culture of excellence by asking questions to show vulnerability and high trust, by digging for debate, by stimulating personal commitment and by holding everyone accountable for results. It's possible for us to do the same. ●

MARK SIEGRIST is a public speaker and serves as the director of education for the Denver Rescue Mission (denver-rescuemission.org). He's a certified facilitator with Franklin Covey content and has taught various workshops for Christian Leadership Alliance conferences. Mark holds a Master of Divinity degree and a Master of Arts in Business Management.



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Excellent Things

How servant leaders foster excellence

ARE YOU AN EXCELLENT LEADER? What do your followers say about you? If you want to be the leader of excellence, there is one word you must know — serve.

Servant leaders are excellent. They are so fully committed to serving their followers that they allow nothing less of themselves. They are all-in for others and are deeply committed to doing the right things.

Servant leaders are virtuous. These leadership virtues are the components of excellence in our lives, the human condition of our hearts, the spiritual side of who we are, our inner selves. So how do we foster this excellence in ourselves, in our followers and in our organizations?

1. By setting the example: You cannot expect excellence from others if you yourself are not setting the pace with excellence. For example, you can't ask followers to be on time with projects and then fail to be on time with your own projects. You as the leader set the pace for excellence. Followers will emulate the example you set! As the leader you create expectations through how you lead.

2. By beginning in love: Servant leaders love others. In fact, this is the defining element of servant leaders — *they lead with love*. As 1 Corinthians 12 is ending, Paul reminds us to eagerly desire the greater gifts and that he will show us the more excellent way, leading us into the “love” chapter in 1 Corinthians 13. Visualize the leader who leads with love, who is patient, kind, does not boast, who is not easily angered and keeps no record of wrongs. We all would consider this leader one of excellence!

3. By doing the right things: If we truly love our followers then we cannot help but treat them well. We will do right by them. Doing the right thing is not the easy thing, often the right thing is the complicated, messy and even hard to do thing, but we do the right thing nonetheless.

4. By creating the right mindset: You create the culture that breeds excellence, the mindset that “this is how we do things around here.” The culture that is set can often induce the type of followers (and leaders) we desire. When we set a high bar, an interesting thing happens; people will desire to reach it. They can, and they will!

5. By allowing for failure: Are we really saying that failure and excellence work together? Well yes, they actually do. If you as the leader allow for failure, the stage is set for innovation and creativity. If you foster the non-punitive aspects of the workplace, you would be surprised how many people are willing to try new things, to create and innovate to move the organization toward that place of excellence.

6. By doing your best: Leaders who strive for excellence seek to do their best. Little things matter here, or at least they may seem little. However, things like keeping your word, following through on commitments and keeping strong for the long haul are really the big things. We are not talking perfection here; we are talking a real commitment to being the best one can be by showing up, keeping it real and truly serving others with the greatness they deserve.

As servant leaders who represent Christ, we must get this leadership thing right. Let it not be us who falter. Let it not be us who fail or fall into moral collapse or corruption. Rather, let us be the very ones who walk with integrity, who love our followers, who do the right things and who create the cultures that are honoring and honorable. Let's be leaders who serve well, the leaders of excellence.

Phil. 4:8 tells us to keep our minds on the excellent things. “*Finally, brothers and sisters, whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is lovely, whatever is admirable — if anything is excellent or praiseworthy — think about such things.*” We are to be in the frame of mind that seeks out the excellent. From a practical perspective, this is not always easy for us as leaders. But what if as servant leaders we began to see our followers through this lens and sought to see the lovely, admirable, excellent and praiseworthy things in them? It would forever change the way we lead. ●



DR. KATHLEEN PATTERSON is a professor at Regent University, where she has served for 16 years. She is noted as an expert on servant leadership both domestically and internationally, and can be reached at kathpat@regent.edu.

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**As iron sharpens iron,
so one person
sharpens another.**

—Proverbs 27:17

Christian Leadership Alliance (CLA) has launched a new online mentoring network to fast-forward CLA's mission to equip and unite leaders who will transform the world for Christ.

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CHRISTIAN LEADERSHIP
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Better Berries

Pursuing continuous and never-ending improvement

LIFESONG FOR ORPHANS offers adoption financial assistance, foster care support, church and ministry partnerships, and international orphan care. I want to share the story of one particular international Lifesong project — Lifesong Farms in Zambia and Ukraine — and how innovation there supports our ability to help orphans.

Lifesong Farms grows and distributes quality fresh fruit primarily consisting of strawberries, raspberries, blackberries and gooseberries. We will be the first to say that we've experienced disappointments and pitfalls, but we've also enjoyed great successes too. We can relate to the words of Zig Ziglar: "Make failure your teacher, not your undertaker."

We innovate in business to love God's people with action and truth (1 John 3:17-18). We seek to make orphan care projects self-sustainable, so they aren't perpetually dependent on donor dollars. Lifesong Farms was launched to: (1) create jobs and restore dignity for caregivers, (2) provide future employment for vulnerable children, and (3) establish sustainable business to fund ongoing orphan care.

C.A.N.I.

Lifesong strives to create a "C.A.N.I." culture (Continuous And Never-ending Improvement). We do so by keeping our eyes on six principles in developing innovative self-sustaining business initiatives:

1. Clearly Define Success

- Adapt the definition of success according to the environment: Our definition of success may look different depending on the culture, people, needs and opportunities in each area.
- Focus on profitability: We may create only a few jobs but generate lots of revenue to fund daily orphan care ministry.
- Focus on employment: We may employ many people who otherwise would be unemployed, even if the business itself has only a small profit.
- Understand that Return on Investment (ROI) is more than financial income.

2. Keep Business First, Ministry Second

- Run a business, with a ministry heart, but don't run a business as a ministry. When we make business decisions with a ministry mind, we can hurt the business and will likely fail over the long term. The tension is actually healthy and good.
 - Keep the business simple and affordable, with low overhead: Develop simple concepts with simple logistics, technology, etc.
 - Be ready to cut startups loose if it becomes clear they aren't going to be profitable or sustainable.

3. Develop a Strong Team

- Hire the right people: those who have a "head for business" and a "heart for ministry."
- Lean on indigenous resources to understand cultural differences; doing it the American way doesn't always work. For example, Zambians know which flavors will sell best in their country. As Americans, we may think strawberry jalapeño sounds good, but Zambians don't really like hot, spicy foods. In Zambia, ginger is a popular flavor, so we developed and sold gooseberry jam with ginger.
- Identify a coach who can consult and connect with key leaders (production, marketing, processing, harvest/quality) at the right time.

4. Emphasize Relationships

- Leverage expertise with people who have been doing our business much longer than we have (such as Plant Sciences, Inc.).
- Nurture spiritual growth (eternal ROI) among the team through evangelism, discipleship and mentoring. Make it a priority to go deeper with employees/business partners through:
 - Weekly Bible studies
 - English / cooking classes (using the Bible to teach English)
 - Basic money management classes
 - Marriage retreat/seminars

5. Create Scalable Models

- Use a model that has already been proven to expand a successful business from one location/country to another.
- Leverage economies of scale by expanding one business to different locations.

6. Develop Training and Build Capability

- Incorporate proactive training and coaching. It takes time but improves the success rate more than learning everything through trial and error.
- Promote personal development (and confidence) in an indigenous team by promoting education, driver's licenses, and other life-changing opportunities that are scarce in many places around the globe.

Today, we see many being blessed by this pursuit of continuous and never-ending improvement. And we know that God's best is still to come! ●

ANDY LEHMAN, CCNL, serves as vice president at Lifesong for Orphans and is a founding board member of the Christian Alliance for Orphans. To learn more about Lifesong Farms, visit (lifesongfororphans.org/orphan-care/sustainable-business).



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Tell Your Story Well

Connecting God's people with God's work

HOW DO YOU FIND NEW GIVERS? Begin a relationship with a potential giver? Motivate a giver to give for the first time? Keep them giving? Ask a giver to increase their giving? I suspect you ask these questions often.

The answer in each situation is to tell your story well. Don't assume that people get it. Don't assume your board members and loyal supporters get it. You need to do the hard work of describing your life-changing work and connecting God's people to it.

As a leader in your ministry, you set the pace in telling your story well; all of your ministry's representatives, including board members and staff, take their cues from you.

You will lead well when you remember basic principles.

THE FOUNDATION

Understand why people give. Then connect your story to the reasons people give. It is surprising how often donor communication overlooks this critical rule.

People don't give because you have a shortfall. They don't give because of your strategies or goals. They don't give because they've given before. But often appeals for financial support start here and sometimes they don't go any further.

People give because they believe in your work and your unique ability to do it. They give because they can help change or save a life. They want to make a difference, change the future and give hope. They give because they care. This story is harder to tell but it is infinitely more effective.

HELP BELIEVERS CARE ABOUT YOUR WORK

I am not suggesting you manipulate emotions for the sake of fundraising. I am suggesting you help believers feel the despair and heartache in our world (it's there, isn't it?) and help them do something about it.

You can do this by relentlessly telling the story of the people you serve and how their lives were changed by God's provision through your givers.

COMMUNICATE IMPACT

Illustrate your outcomes and your results. Resist the urge to focus on your activities (the meals you serve or your youth meetings) or the details of how you do ministry (help people find jobs) or your accomplishments (5,000 people attended the rally).

Take your givers to the front lines . . . all the way there. Show, don't tell. Push your ministry reports toward the life that was changed. Tell your givers who has hope because of what you do together every day. Use a name. Tell them specifics.

One writer put it this way: "Dump the statistics. Put a face on it."

Credit the giver for these results. Connect them to the life that is changed. Simple changes in language reflect your attitude toward your givers. Instead of saying, "Please help us open more shelters" (which focuses on your organization and "how" you do ministry), you can say, "You can help keep a mom like Vanessa and her children safe tonight" (connecting the giver with the outcome of safety for a vulnerable family).

Then tell me how I can help Vanessa specifically: *Three nights at the shelter costs \$160. Will you help keep a family like Vanessa's safe and off the streets?*

TELL ONE STORY

One representative story that communicates your impact is more effective in connecting believers with the work of God than details of your activities, strategies and statistics.

When it comes to our hearts and what helps me care, one individual trumps the masses. Mother Teresa understood this when she said, "If I look at the masses, I will never act. If I look at the one, I will."

Consider the worldwide impact of the diaries of Anne Frank. We understand the horrors of millions who died at the hands of the Nazis because a young girl wrote her story.

We can extrapolate that principle with our givers.

To tell your story well:

1. Find your person.
2. Tell her story.
3. Tell your givers how they can help.

As you practice, you'll get better at telling your story well. You'll communicate the outcome of your work: saved or changed lives. You'll get better at crediting the giver and connecting them to the changed life. And, you will tell one story.

God changes lives. He lets us be a part of that. Tell THAT story — for the sake of the gospel, for the glory of God and for the good of those around us. ●

DENISE KUHN, CRFE, has been fundraising since 1980, and she loves the strategic importance that it offers to ministry. Currently she consults and counsels a variety of ministries and nonprofits through her association with OneAccord Nonprofit. Email her at denise.kuhn@gmail.com.



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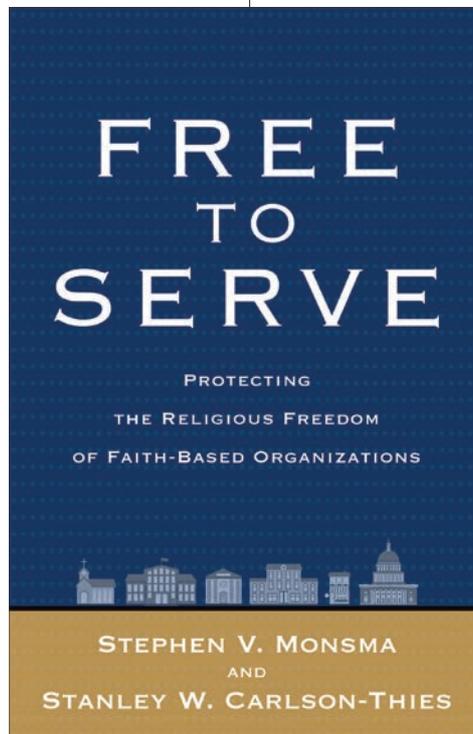
Free to Serve: Protecting the Religious Freedom of Faith-Based Organizations (Brazos Press, 2015)

By Dr. Stephen Monsma and Dr. Stanley Carlson-Thies

RELIGIOUS FREEDOM for Christian organizations is a major news topic today, and a book set to be released in October 2015 speaks directly to those issues in a powerful and compelling way.

In *Free to Serve: Protecting the Religious Freedom of Faith-Based Organizations*, Dr. Stephen Monsma and Dr. Stanley Carlson-Thies give leaders of faith-based organizations — including faith-guided businesses — tools that they need to protect their freedom to act in keeping with their religious beliefs. Monsma and Carlson-Thies argue that faith-based organizations are facing increasing pressures to play down, ignore or abandon their distinctive religious identity and practices. They analyze these pressures as originating in a common, yet erroneous, set of assumptions and attitudes prevalent in American society. *Free to Serve* then presents principled pluralism as the basis on which faith-based groups and their leaders can defend their freedom to follow their religiously based beliefs without violating the rights of those of other faiths or no faith at all.

Throughout, the book has a strong practical nature. It includes case studies that document the challenges that faith-based organizations and faith-guided businesses face in following the practices of their religious traditions. It gives specific steps leaders can take to protect the freedom of their faith-based organizations to follow their faith-based practices.



CLA President and CEO Tami Heim reviewed this new book, saying: “*The threat to religious liberty grows more intense, even as the debate over the meaning of religious freedom escalates. Into this critical moment Monsma and Carlson-Thies speak, unveiling errors in four common faith-based assumptions of our day, and explaining the impact of those errors. Free to Serve describes the unintended consequences of violating religious freedom, and offers hope for a society where individual beliefs are fully expressed, and where diversity in those beliefs is both respected and protected.*”

This new book is a powerful resource for those seeking to maintain the religious freedom to operate faith-based organizations based on biblical principles.

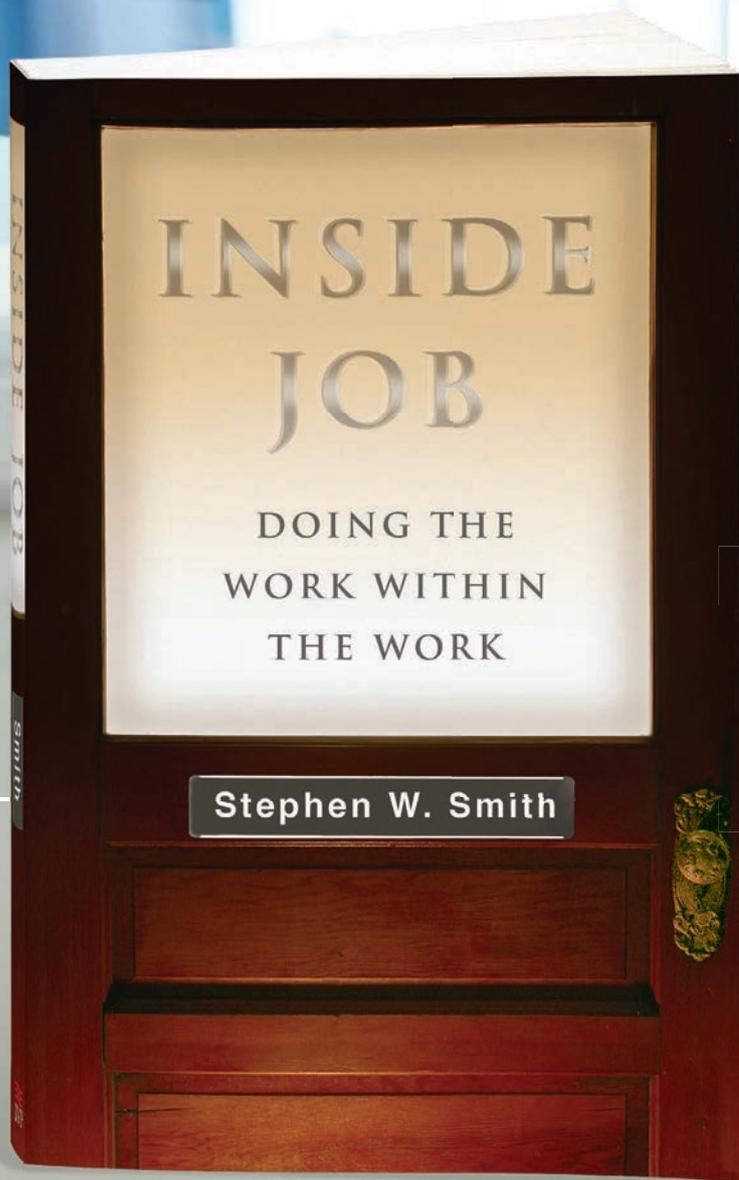
Dr. Stanley Carlson-Thies has spoken at past CLA National Conferences, including CLA’s 2015 Outcomes Conference, in which he discussed national religious freedom issues with leaders at CLA’s CEO Forum. He also presented a six-hour conference Intensive Training Institute seminar entitled “Religious Hiring: Shine a Light.” ●

AUTHOR BIOS:

DR. STEPHEN MONSMA is senior research fellow, the Henry Institute for the Study of Christianity and Politics, Calvin College, and professor emeritus, Pepperdine University. Monsma served in the Michigan State House of Representatives and Senate from 1972 to 1982, after which he continued his public role while working with the Michigan Natural Resources Commission and the Michigan Department of Social Services. Dr. Monsma received his Ph.D. from Michigan State University and has done extensive work in the areas of church-state relations and faith-based nonprofit organizations. He is the author of numerous books on issues surrounding religious freedom and Christian organizations.

DR. STANLEY CARLSON-THIES is director of the Institutional Religious Freedom Alliance, a division of the Center for Public Justice. He is also a Senior Fellow at CPJ and at the Canadian think tank Cardus. He convenes the Coalition to Preserve Religious Freedom, a multi-faith alliance of social-service, education and religious freedom organizations that advocates for the religious freedom of faith-based organizations to Congress and the federal government. Carlson-Thies served with the White House Office of Faith-Based & Community Initiatives from its inception in February 2001 until mid-May 2002. Carlson-Thies is a recipient of the William Bentley Ball Life and Religious Liberty Defense Award from the Center for Law and Religious Freedom and the Christian Legal Society. Learn more at (irfalliance.org).

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“As a personal trainer for our soul, Steve first helps us confront with brutal honesty the vulnerability of our souls and the wounds of our hearts. . . . Read this slowly and let it begin an ‘inside job’ in the deep and hidden parts of your life. You will find that you will become who you long to be, to the benefit of your own soul and everyone around you!”

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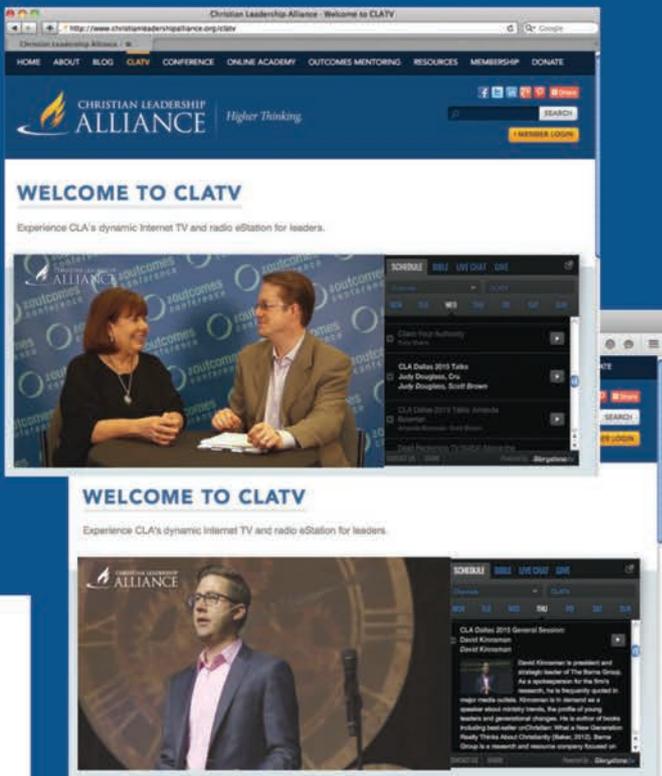
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These dynamic organizations help create CLA lifelong learning resources, offering expertise to CLA's education and training programs. The leaders of these organizations believe in CLA's mission, and support the development of the Christian leaders we represent. They often sponsor key CLA events and services, and their leadership is central to everything CLA does.

Please take a moment to review this special section, and learn more about these influential ministries and businesses, dedicated to excellence in Christian leadership.





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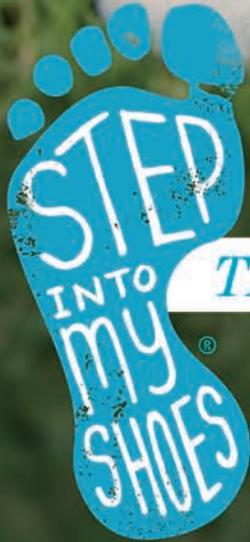
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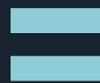
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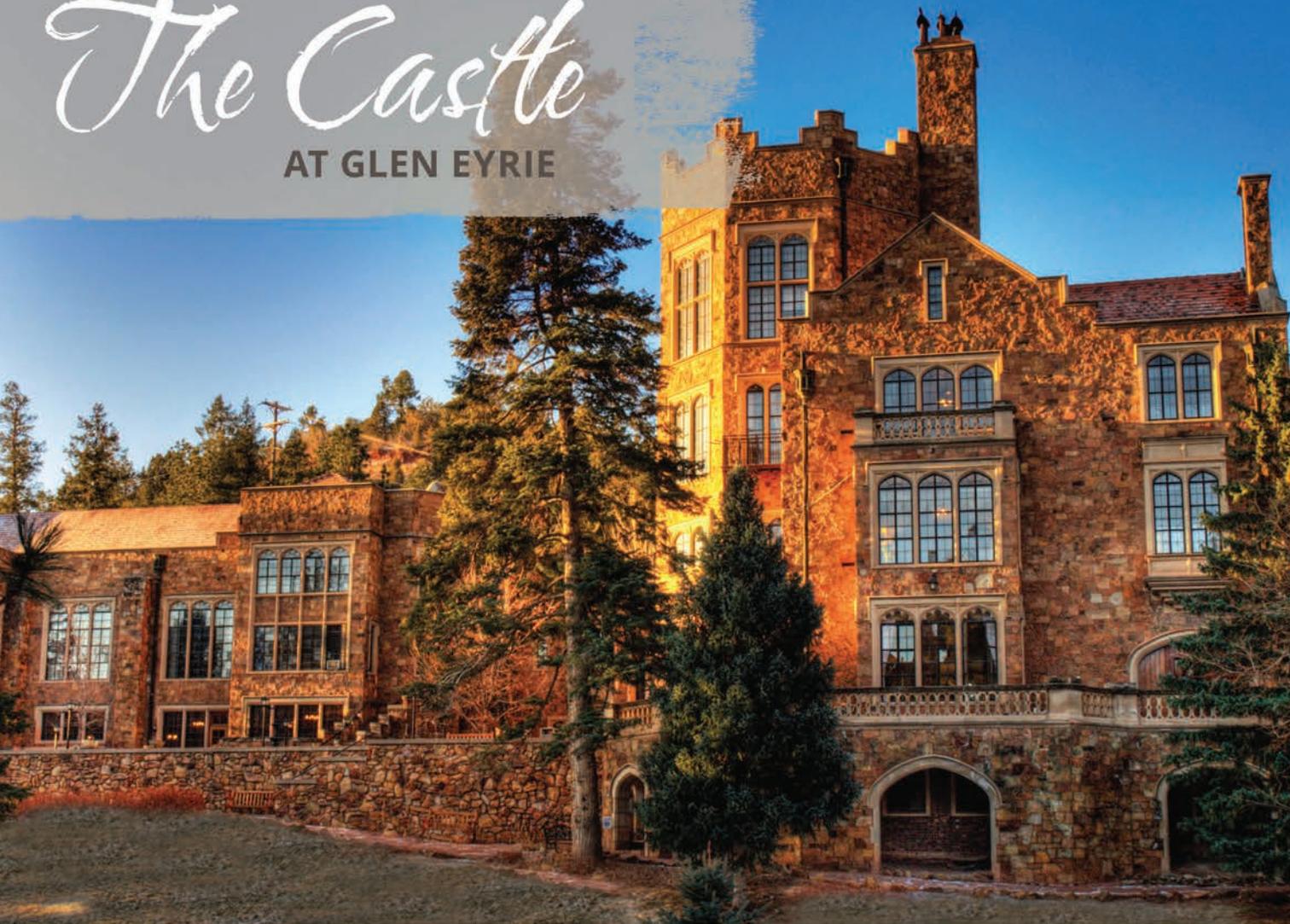
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An Aroma of Excellence

Leading with the fragrance of Christ

OVER THE LAST 30 YEARS, I've had careers in three ministries: Young Life, International Justice Mission, and over the last eight years, CRISTA Ministries. Each of these organizations has a common ambition: they're striving for excellence.

The excellence that our organizations and businesses long to achieve is not easy, and it takes a lot of time. God's Word is a powerful "playbook" for leading with excellence. Much of what we need to know for leading well and cultivating great vision is not aligned with our natural way of thinking. As leaders, we will never achieve excellence apart from understanding God's playbook.

"For my thoughts are not your thoughts, neither are your ways my ways, declares the LORD. For as the heavens are higher than the earth, so are my ways higher than your ways and my thoughts than your thoughts." (Isa. 55:8-9)

Here are my top three recommendations for creating a culture of excellence God's way:

1. Hold yourself accountable first.

As leaders, we cast a shadow. If our own actions don't align with our words, they will fall on deaf ears. We must believe, understand and teach what we want to see in our organizations. This is about integrity and character. As a leader, you may not always like it, but everyone has an eye on you. Your actions speak louder than your words. Communicate your expectations clearly and often, both verbally and in writing. Measure it and live it yourself. When you falter, confess it, forgive yourself and move on.

2. Be humble.

Understanding and embracing humility is so important because it is the key to gaining wisdom. We not only humble ourselves daily before God in order to hear from him, but as servant leaders, we must be patient listeners, ask great questions and really *want* to hear other people's perspectives. People don't naturally want to tell those in authority what they think. We have to hear them and let them know we understand their

thoughts so they will keep talking to us. Any feeling of being defensive will be seen as a lack of openness on our part. This is not about making your case and winning the argument. As we say at CRISTA, "*Feedback is the breakfast of champions.*"

3. Hire great people.

The best team members are those who are called to serve and bring high-level skills to their position. They don't want to work for people who think they know everything. They want a vision that is inspiring and a leader who knows them, builds a relationship with them, takes the blame when things go wrong and gives the credit when things go right. It is impossible for one person to have all the gifts and talents to build an excellent organization. We need people who know more than we do in many different areas, and they need to feel like they are making a difference in order to stay engaged.

Excellence for a church or ministry cultivates the aroma of Christ throughout the mission. "*But thanks be to God, who always leads us as captives in Christ's triumphal procession and uses us to spread the aroma of the knowledge of him everywhere.*" (2 Cor. 2:14)

Leading well is not for the faint of heart. If we want engagement, we must be authentic and transparent. At CRISTA, I have a saying: "*The closer you get inside the ministry the better you will like us.*" If there is a hint of arrogance, it reeks of an aroma contrary to that of Christ. We can't fake humility. We have to be on our knees before the King of Kings every day to see things from his perspective.

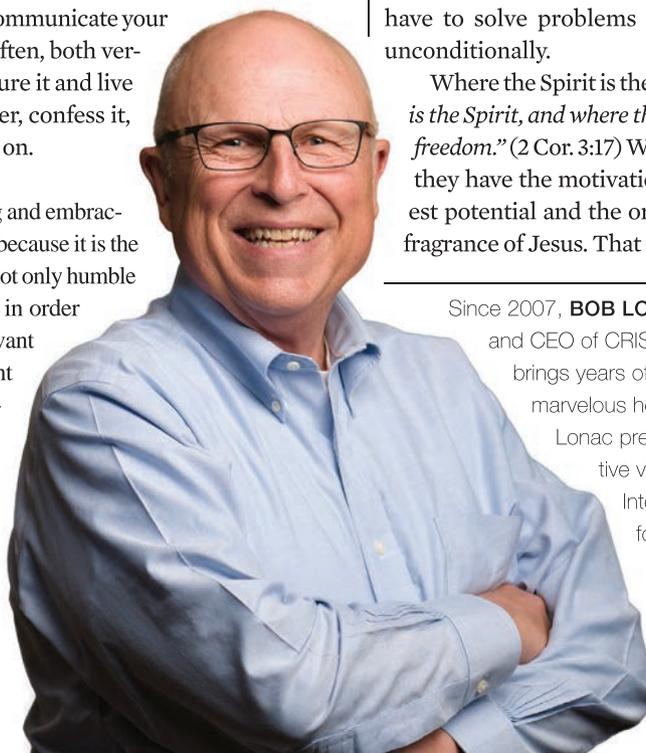
Excellence is not attained by a prescriptive list of do's or don'ts. To be great, we as leaders have to think creatively when interacting with those we serve. We have to solve problems as a team and love others unconditionally.

Where the Spirit is there is freedom. "*Now the Lord is the Spirit, and where the Spirit of the Lord is, there is freedom.*" (2 Cor. 3:17) When people feel this freedom, they have the motivation to perform to their highest potential and the organization begins to have a fragrance of Jesus. That is the aroma of excellence. ●

Since 2007, **BOB LONAC** has served as president and CEO of CRISTA Ministries (crista.org). He brings years of top-level leadership and a marvelous heart for ministry to this role.

Lonac previously has served as executive vice president and COO for International Justice Mission, and for 33 years in various positions with Young Life, including senior vice president for western division field operations.

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