

EXCHANGE

The Mission Exchange | Annual Magazine | Issue 3

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Upcoming Events

DECEMBER 2009

**The Mission Exchange Roundtable for
Denominational Mission Leaders**
December 3-4, 2009, Minneapolis, MN

FEBRUARY 2010

**Mission Administration and Finance
Conference**
Co-sponsored with CrossGlobal Link
February 11-13, 2010 Orlando, FL
A forum for mission agency finance
professionals to update their skills and
knowledge regarding current issues
and topics of interest for non-profit
organizations.

APRIL 2010

The Mission Exchange Board Meeting
April 16, 2010, Atlanta, GA

SEPTEMBER 2010

**North American Mission Leaders
Conference**
Co-sponsored with CrossGlobal Link
September 23-25, 2010, Charlotte, NC

DECEMBER 2010

Personnel Conference
Co-sponsored with CrossGlobal Link
December 1-3, 2010, Talladega, AL

Learning @ the Speed of Life

Learning @ the Speed of Life is the monthly video blog of Steve Moore and The Mission Exchange. A new entry is posted on the 5th of each month. Think of our video blog as the thought provoking single-source opportunity that...

- gives you an overview of the learning initiatives we have scheduled for the month
- introduces the three books we highlight in Leader's Edge Book Summary along with the author we interview for the Leader's Edge Audio Extra
- updates you regarding any live events we have open for registration and/or calendar items Great Commission Christ followers would want to know about
- shares a brief thought on a relevant topic that will give you something to think about individually and talk about with your team. Our monthly blog thoughts are also available in an archive on our website in case you want to revisit an idea, get caught up or share it with your team.

Just to keep you coming back for more we end each video blog by giving away your choice of the three books profiled that month along with free webinars. All you have to do to be eligible is create a profile on our web site.



Global Issues Update

Complex global challenges impact Great Commission activities at every level. No matter how connected and motivated you are as an individual Christ-follower, church or mission leader, you can't be an expert on everything.

Global Issues Update is a bi-monthly (6 times per year) downloadable webinar that focuses on big picture issues impacting the world of missions. This resource is free for all categories of membership with The Mission Exchange

and \$19.95 for others. Topics we have covered are The Palestinian Question, Immigration: Challenges and Opportunities, Human Trafficking and HIV-AIDS. Some topics we are scheduling in the future are the suffering church and children at risk.

If you have a topic you would like us to explore in the context of a future Global Issues Update please email us at Connect@TheMissionExchange.org or call us at 770-457-6677.

Metrics of Missions

Measuring Faithfulness and Fruitfulness

Every year, researchers attached to thousands of denominations ask millions of Christians to provide several bits of information about their ministries. The data is aggregated and in turn collected, analyzed, and interpreted by other researchers, and published in the form of books like *Annuario Pontificio*, the *Mission Handbook*, *Operation World*, and the *World Christian Encyclopedia*. This effort - which consumes millions of hours and dollars - is to measure our missionary effort to insure we are both *faithful* to the Great Commission and *fruitful* in our efforts.

FAITHFULNESS

When I think of *faith*, I often think of belief in what I cannot see. The word *faithful* comes from the idea of being “full” of “faith.” It is to be loyal, conscientious, steadfast: faithfulness in mission is obedience to the Great Commission.

Statistical research can help us measure the faithfulness of the whole Church: even of particular traditions, denominations, or bodies of believers within specific countries. We know, out of 2 billion people who profess to be Christians of one sort or another, 1.3 billion are affiliated with a church (leaving some 700 million as unaffiliated or nominal believers), and just 619 million are estimated to be involved in the spreading of the Good News (*Status of Global Christianity, 2009, IBMR*). There are about 11.3 million full-time Christian workers of all traditions, including about 420,000 foreign missionaries: and this does not seem a very great percentage of the overall church. Statistics on the unevangelized or unreached are even more challenging. One estimate of their number has risen from 674 million in 1800 to 1.9 billion today (28.8% of the world),

and is projected to rise further to 2.2 billion by 2025.

However, we must distinguish between corporate faithfulness (of the whole Church) and individual faithfulness. We can say the Church has exhibited some faithfulness to the Great Commission: we do send missionaries, support local workers, and there are millions of converts yearly. We have perhaps not been faithful enough: the number of unevangelized people is growing yearly, largely because there are not enough workers (*Momentum*, September 2006, www.bit.ly/whatwillittake,).

Still, it is a challenge to say any individual is faithful or not. Just because one is not a cross-cultural missionary does not mean he is not being faithful. He may in fact be a great intercessor for missionaries, or a great giver, or something else. We need to help mobilize more workers for the front-lines, doing so from the perspective of unleashing a believer’s calling rather than ‘guilting’ a believer into going. Individual faithfulness and corporate faithfulness are two different things.

FRUITFULNESS

As with faithfulness, we have numerous statistics to measure fruitfulness. One is converts: of which there are close to 20 million per year, worldwide. Another is new congregations planted (190 every 24 hours).

There is even cost-effectiveness: the average cost per baptism worldwide is about US \$347,000.

Fruitfulness comparisons are easy. We have a lower administrative cost. More of the money given gets to →

STRATEGY & PLANNING



the field. We have a lower cost per Bible distributed, per well dug, per convert made. We reach more people. We reach fewer people but fewer backslide. In some way, we are better.

Yet fruitfulness, like faithfulness, is a tricky thing. To measure faithfulness we ask: are we doing what we have been commanded to do? To measure fruitfulness, we ask: are we doing it *well*? We often decide funding based on one of these two questions; and it seems organizations with better marketing can often get us to switch our funding based on fruitfulness rather than faithfulness. Yet individual fruitfulness and corporate fruitfulness, like faithfulness, are two different things.

MEASURING OBEDIENCE

Yes, the whole church is to bring the whole gospel to the whole world, as effectively as possible. Yet no organization can do this on its own, and we shouldn't expect them to. Every organization has some level of specialization: a specific task or calling. I call this an organization's "plausible promise," and no statistic, no piece of research, no factoid will tell you what it should be.

What makes orphans any more worthy of ministry than seniors? or atheists in Europe any less deserving than Muslims in North Africa? I argue people in Europe have more opportunity to hear, but that shouldn't determine the plausible promise of a specific ministry. It can only be determined by listening for God's voice and obeying it.

If metrics cannot determine what we should do--only how well we should do it--then metrics should be

different for every organization. There are general metrics like cost-effectiveness that can serve as "yellow flags" but the best metrics of success are tied to the organization's plausible promise itself.

Work among Muslims, for example, often yields fewer converts and takes longer periods of time. Zwemer ministered for decades among Muslims without seeing any mass movement. Metrics of success in these ministries are far different than the metrics of success for a Western event.

THE BEST METRICS

There is clearly a place for global research and evaluation of our progress in missions. But organizations should measure themselves both in the light of this research as *well* as in the light of their faithfulness and fruitfulness in their own specific calling. To do this, start with your own plausible promise and ask how you can best measure your progress. These are the sorts of statistics that should be evaluated internally and communicated externally. They not only demonstrate success, they also raise vision. And an organization whose board, leadership, staff, and donors all have a strong sense of its purpose, who watch measurements related to its goals, who act to improve its ability to reach its goals, will be faithful and fruitful indeed. 🌐



Justin Long | Editor of *www.StrategicNetwork.org*, he has been a missionary researcher for 15 years and is presently training ministry pioneers to launch "swarmish" networks.



2009 Lifetime of Service Award

The annual *Lifetime of Service* award is our way of affirming the value we place on finishing well and this is the third year we've presented the award. The first year we presented it to Dr. Wesley Duewel, President Emeritus of OMS International. Last year we presented this award to Dr. Ralph Winter, founder of the U.S. Center for World Mission. This year we're pleased to present it to George Verwer founder of Operation Mobilization, a world-wide ministry of evangelism, discipleship training and church planting. George led Operation Mobilization for more than 40 years before stepping down in August of 2003. He has a burning concern for vital, propagating and revolutionary Christianity. His ministry as an author, speaker, mobilizer, and advocate for the least evangelized is known around the world. In presenting this annual award we publicly celebrate the faithfulness of God as it is evidenced in a lifetime of service to the cause of global missions.

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Below is an excerpt from a recent conversation with George:

The Mission Exchange: You have been a huge promoter of books for years. If you were asked to give

us your five favorite books off the top of your head - which have been the most impactful for you?

George Verwer: Well, what I immediately think of is the importance of Billy Graham's book *Peace with God*. There's just no question that to a young, Christian this book was a huge help, and right after it his other book *Secret of Happiness*. I still can remember when I read *Seven Deadly Sins* in London when I first arrived there and repented and recommitted my life on those seven points. Another is Oswald J. Smith's book, *Passion for Souls*. And then the writings of A. W. Tozer came into my life like a tornado out of heaven. My wife and I read Roy Hession's writings, especially *Calvary Road* at that time and I don't think we've ever been the same. More recently, *Grace Awakening* by Charles Swindoll was a really major book, and *True Grip* became my book of the decade. There's no question that books as well as magazines and other articles, some of them through email, are certainly the second most influential thing in my life.

The Mission Exchange: You have your own website and it's full of video updates and all kinds of helpful links and that's pretty amazing and unusual for leaders from your generation. How have you managed to stay so relevant and in-touch while the



culture's been changing so rapidly?

the next five to ten years?

George Verwer: I've always had a young student or graduate who is with me. They read books and give me reviews; they travel with me the entire year; they know me warts and all; and I talk to them and get their impressions. Fifteen men have had that job. Every one of them is going on for the Lord. I'm in touch with all of them and I do a lot of reading. I'm privileged, even at my age, to speak at huge youth gatherings all over the world and so I always try to pick people's brains to get to know what people are thinking because I'm often in different countries. I take advantage of every kind of communication from a personal conversation with a stranger in an airplane to Facebook – and I mix it all with prayer.

The Mission Exchange: If you met someone maybe 25 years old – knowing what you know now, having lived and experienced so many things – what advice would you give to that person?

George Verwer: I'd immediately say you've got to find the balance – especially if you're going to get married. I also always try to warn them Satan is a roaring lion seeking whom he may devour and he knows how to attack the zealous, visionary, let's-go-for-it, why-are-you-standing-around kind of person. And you have to be able to handle criticism. You can imagine the kind of criticism I've had as I've pioneered a lot of new things and made mistakes as well. I would always throw in a few horror stories about people who had tremendous zeal and got burned out. A lot of the really zealous types have sexual temptation, so usually pretty soon, if it's a personal conversation with a man, I'm asking them how they're really doing. Lastly I would try to push them into what I call grace-awakened mission work.

The Mission Exchange: George, you founded and led a mission organization but you have transitioned out of the role of international director to take a different role. Based on your experience, what advice would you give to your peers, those who are in mission leadership and will be transitioning out of formal top leadership in

George Verwer: I'd advise them to read this brand new book by Camille Bishop, *We're In This Boat Together*, which has a whole chapter about my transition. God leads people in different ways but I transitioned out leaving all responsibility and I wanted closure, not even allowing myself to be considered the chief advisor of the younger generation. That's my model but God doesn't lead everybody in that way. Bill Bright chose a different way of going. Even Billy Graham shows a different way of going. But I have seen problems with the founder leader hanging on. I think the founder leader is in a bit of a different situation than maybe the third leader down. I think it is important to stay very close to the Lord, to make sure your joy is not coming from the work. Your joy comes from the Lord, your fellowship with the Lord and then from relationships.

The Mission Exchange: Is there one project or initiative that's brought you the greatest fulfillment over the years?

George Verwer: First it's India. In an amazing way I wasn't originally planning to send teams to India. Today we have two thousand workers, we've seen two-and-a-half thousand churches, we're opening 100 schools for Dhalits, and we already have 80. Of course the second would be the ship ministry. We started from nothing, a lot of ridicule, a lot of problems; we spent many years just convincing people about it. We got out that first ship in 1970. We celebrated forty years and the ship ministry has gone definitely beyond anything we could ever have conceived. But also what God has done in Britain, my beloved adopted country, and still OM's strongest field, next to India, and the deep relationships with the British church. But nothing is more important than individual lives transformed by the power of Jesus.

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If you want to hear the entire conversation please go to www.TheMissionExchange.org/VerwerInterview. 🌐

Strategic Thinking as Christians

by Bryant L. Myers, PhD.

Professor of
International Development
School of Intercultural Studies
Fuller Theological Seminary



Everyone believes that organizations, even Christian organizations, should be strategic. We need to prepare for the future.

The Christian organization needs to consider what thinking strategically means in light of the fact that the world and the future belong to God. He is the only one who knows what is coming and what will be needed.

We have two basic options. The first is to say that God is the strategist, and we need only be faithful to our mission. This leaves the strategic thinking to God and gives us permission to plug along doing what we always have done.

The other option is to argue that God has given us the brains and the ability to collect information and to make sense of it. So we are responsible to do the strategic thinking and are free to adopt the best tools available to help us do it.

I don't like feeling as if I have to choose. I've spent some time trying a frame that allows me to use the best of both approaches. Let me try it out on you.

What is strategic thinking?

Strategic thinking focuses on the future. It has to do with vision and values, with direction and responding to a changing environment and to changing customers.

Strategic thinking also focuses on the mission, answering the question: What business are we in? It's about going deeper into what your mission really is.

Changing your thinking from "being in the railroad business" to "being in the transportation business" is the result of strategic thinking. It's a strategic breakthrough when you realize that your customers really want holes, not drill bits.

This kind of clarity helps the organization focus. Sadly, this is something a lot of Christian organizations don't do very well. Often it is hard to differentiate between the mission of some Christian organizations and the mission of the church or even of God. Claiming too much means saying nothing at all.

Thinking strategically is also about values, determining what's really important. Values speak to the spirit or ethos or ethics of the organization. Thinking strategically goes beyond the mission to address the values that define how we will carry out our mission.

Strategic thinking also deals with vision. What will you be like in 10 years? What will set you apart? What will you have accomplished? What impact will your organization have had? What big, audacious goal will you have achieved? A vision has to be big enough to inspire and concrete enough to know whether you really achieved it.

Finally, strategic thinking includes strategies. How will you achieve your vision in a way that upholds your values? What are you willing to be held accountable for?

Mission, values, vision and strategies are the fruits of strategic thinking.

How do you do strategic thinking?
The textbooks are pretty clear. Begin with a lot of research. What do your customers want? What does your staff expect? What is your past performance, your current situation?

You have to evaluate yourself in light of this information. Then leaders must distill all of this and define the mission, values, vision and strategies.

To know what your customers want

or value, you have to identify all of your audiences: your customers, society as a whole, government, suppliers, creditors and the like. What do they need that you can provide with the funds available or with funds that can be raised?

What is being demanded of you? What is the *quid pro quo* for those who have something you need? The guiding principle is win-win.

You also need to know what your internal publics want. What is expected by your board, senior leaders, staff members? Why do they want to be part of your mission? You need to determine what your organization has done well that you want to keep doing or to improve. What is changing in your

“If this spiritual dimension were added to the mix, maybe we'd see the idols, the fallenness and the demonic in addition to economics and politics.”

marketplace? In your industry, who's writing the rules? What scenarios of the future do you need to use to test your current mental models?

What are similar mission groups doing? What is changing among those whose support you need?

Once you understand the needs of your customers and the expectations of your internal audiences, and you've done your strategic research, it's time to learn.

What opportunities are presenting themselves? What threats are emerging or growing? What strengths does your organization have on which you need to build? What internal weaknesses need to be shored up or overcome?

This is pretty standard stuff, taking hard work and discipline, but

we need to do it. It doesn't make sense not to do what successful secular organizations have learned to do.

But, is there more? What do the resources of faith add to this process in an organization that is led and staffed by Christians?

Can we add a spiritual dimension?
I've begun to wonder if there is such a thing as a strategic spirituality. Should we develop a contemplative life together to gain new insights or understandings? Might regular biblical reflection on our mission, our daily work and our results lead to new perspectives?

If we intentionally called out the spiritual gifts among us, would we

have more resources with which to work? Should we not expect our worship to give us new eyes with which to see?

What about a kind strategic discernment? If we looked at the world through the holistic eyes of the gospel, wouldn't we see more than the statistics of normal research? Might not God grant us eyes to see the world as he sees it, and wouldn't it look different?

If this spiritual dimension were added to the mix, maybe we'd see the idols, the fallenness and the demonic in addition to economics and politics.

Looking to the Bible and the traditions of the church might lead to better insights into what is really important, what better future people really need and how real, lasting change takes place. >

Finally, I wonder if we don't need a kind of strategic reflection? Should we stop to examine our spirituality, our organizational style and our behavior, laying them at the foot of the cross?

Do we need to take a closer look at ourselves, what we do really well, what others do better, where we fail and why?

What are our real motives for pursuing our mission, and would we express them to God? Why do we really want such a grand vision? Is it really for the poor and

the lost? What or whom do we really value? How do others see us, and what truth is there that we need to hear?

This kind of strategic spirituality, strategic discernment and strategic reflection brings us to values, vision and strategy through the doors of prayer and repentance. This is strategic thinking at the foot of the cross. It promises painful honesty and the clear sight of the one who has not sinned, the one in whose steps we say we follow.

Expectations of Outside Interests

- Customers
- Society
- Government
- Suppliers
- Creditors

Expectations of Inside Interests

- Senior leadership
- Staff members
- Board members

Research

- Past performance
- Current situation
- Forecast

Evaluation

- Opportunities
- Threats
- Strengths
- Weaknesses

Strategic Thinking

- What mission?
- What values?
- What vision?
- What strategies?

Strategic Spirituality

- Contemplative life together
- Biblical reflection together
- Spiritual gifts
- Worship life together

Strategic Discernment

- Current situation
- Social analysis
- Needs analysis
- Biblical analysis

Strategic Reflection

- Self analysis
- Prayer and repentance
- Listening to God

Can we bring the two together?

We don't have to choose between these two approaches. We need to see them as complementary, better together than alone.

Discernment is a gift of the Spirit; it is a spiritual exercise. Any Christian understanding of strategic thinking must include this kind of knowing. We must use the contemplative and spiritual disciplines. We have to be quiet and listen.

At the same time, analysis and clear thinking are human abilities made possible by an orderly, rational God whose image in us allows us to anticipate the future. We must bring our gifts and skills to the table as well. The God we follow takes us seriously and demands that we participate with him.

One approach begins with us, from our point of view. The other begins with God and a lot of listening. Each shapes and adds to the other.

What do you think? 🌐

Taken from MARC Newsletter, Number 97-2, June 1997, pages 3-4.

Succession Planning

Who's Responsible for What?

One of the primary responsibilities of every board of directors is to regularly revisit the question, "Do we have the right CEO?" Assuming the answer is yes, the follow-up question is, "What can we do to help him or her succeed?" But what happens when the answer to the first question is, "No?" At that moment the board will be charged with the process of gracefully and decisively implementing their succession plan.

Of course this is only one of several scenarios that activate the succession planning process. Sometimes organizations are faced with sudden and untimely transitions due to tragic circumstances. Other times the CEO grows out of the job, drifts away from the mission or the culture and has the requisite self-awareness to know a leadership transition is in the best interest of everyone.

The Priority of Succession Planning for Effective Governance

Paul McKaughan, Ambassador at Large for The Mission Exchange, has held confidential meetings of approximately one hour in length with over 400 mission agency CEO's in the past two years. One of the macro trends we are tracking, based on these interactions, is the decreasing tenure of mission agency CEOs and the corresponding increase in the number of leadership transitions. Taken together we believe succession planning is going to become an even higher priority skill for effective governance.

While most established organizations who have outlived their founder have basic succession policies in place, we have a growing sense of responsibility to broaden the conversation and establish some baselines for consideration. At the heart of this issue is the simple question, "Who is responsible for what?" One way to unpack the answer to that question is to think about succession planning on the following three levels.

Three Levels of Succession Planning

Level 1: Unexpected - The first level of succession planning is the sudden, unexpected transition that takes the organization and its stakeholders by surprise. Often this results from tragic circumstances like the untimely death of the CEO or traumatic changes in the nature of family responsibilities or a crisis of integrity with the senior leader.

Level 1 succession planning revolves around the people, information and processes that need to be in place for the organization to continue day-to-day operations with as minimal interruption as possible while the board of directors prepares for a longer term transition process. Generally the essential information associated with Level 1 succession planning is compiled in a "hit by a bus" document which the CEO has primary responsibility to develop, update and insure ready access for the board chair.

This document typically includes everything from passwords for protected files to specific recommendations about how the CEO's authority might be delegated to senior staff members during an interim period. It is designed to create a knowledge and action redundancy for what the CEO knows but may not have otherwise communicated in a single source document. The "hit by the bus" communiqué is like an administrative backup for directives the CEO would give if he or she were still capable or available to insure the organization can function effectively during the transition window.

Even when Level 1 succession planning commences due to the board's intervention resulting from a moral crisis, the organization will be depending on what the CEO has documented in the "hit by the bus" communiqué for the short-term decisions. >

“ *The fact that you don't have the ability to choose your successor does not remove your responsibility to develop your successor.*



Level 2: Anticipated - The second level of succession planning is the more commonly anticipated transition where both the board and CEO are aware of the need for a change and able to work together to prepare the organization for new leadership. The most natural trigger for Level 2 succession planning in the past has been the retirement of the CEO.

As referenced earlier, we believe it will become increasingly common for organizations to face Level 2 succession planning where the senior leader is leaving the organization to pursue some other ministry challenge well before expected retirement. Given the growing complexity of leading in a globalized world, boards will increasingly be faced with hard decisions when they revisit the primary question posed in the opening paragraph of this article: “Do we have the right CEO?”

Effective Level 2 succession planning involves a thorough and specific CEO evaluation process, a flexible but systematic mechanism for activating a search team and case-by-case parameters defining the ongoing relationship of the outgoing CEO with the organization. All of these Level 2 issues are the primary responsibility of the board of directors.

When it comes to CEO evaluation it is imperative that objective criteria tied to agreed upon organizational metrics drive the process. Very few boards have adequately wrestled with the question: “How do we know if we are making progress toward our vision and mission?” Without clear organizational metrics it is nearly impossible to objectively answer the question, “Do we have the right CEO?” Board conversations about CEO performance can quickly degenerate into disagreements about leadership style, strategy, pet projects and personality quirks.

The CEO evaluation tool is essential for deciding if

you have the right CEO now and communicating to prospective leaders how you will know if they are effective in this role. Until you have a thorough and systematic CEO evaluation process that resonates with your highest level metrics for determining the progress of the organization toward its vision and mission, your Level 2 succession plan is incomplete.

Level 2 succession planning also requires a flexible but systematic process for activating a CEO search team. One pitfall in the formation of search teams is overly specific policies or by-laws that keep the process static, predetermining the composition of the group based on positions on the board, Executive Committee or other stakeholder relationships. It is simply impossible to know in advance if the people holding these offices at the time the search team is needed are the best individuals for this important role.

A more flexible process that forms the team within basic parameters while allowing the board to assemble the best people for the job given the current context is preferable. When choosing the search team a priority question to keep in mind is, “What do we need?” rather than “Who should we ask?” The sense of urgency associated with finding a new leader predisposes search teams toward gathering and vetting prospects at the expense of robust dialogue about what the organization needs, what challenges it is facing and how the answers to those questions frame the preferred skills as well as experiences of prospective candidates. Wherever possible, the “What do we need?” conversation should be conducted at the board level, serving as a filter for who belongs on the search team and what kind of candidate they will be looking for.

Finally, Level 2 succession planning requires clear but case-by-case determination of the ongoing relationship of the CEO with the organization. When the CEO is

3 Levels of Succession Planning



leaving to pursue ministry with another organization this question often answers itself. When the CEO is retiring (or semi-retiring) it is especially critical. When the outgoing CEO is a founder, the stakes on this aspect of Level 2 succession planning are even higher.

There is no one-size-fits-all framework for this important decision. It almost always depends on the ability of the outgoing CEO to relinquish the reins to his or her replacement, the nature of the relationship between the outgoing and incoming CEOs, the level of security the new CEO has about taking charge and how well things go under the new leadership, especially in the first 90 days.

Level 3: Projected - The third level of succession planning is the projected but inevitable transition that will occur way down the road, assuming the organization survives over the long haul. Level 3 succession projects two or three transition cycles into the future. It is driven by the question, “Who in our organization, based on the information available to us now, has the capacity to become CEO in 15 years?” Answering that question and designing cohort-based as well as individual developmental plans is the primary responsibility of the current CEO.

Some mission agency CEOs rationalize their lack of

initiative on this responsibility based on the fact the by-laws of the organization dramatically restrict the input of the outgoing CEO with regard to choosing a successor. Their internal leadership development focus is limited to producing next level leaders who could serve the organization while he or she is leading with little or no active consideration to future CEOs. The fact that you don’t have the ability to choose your successor does not remove your responsibility to develop your successor. In fact, the succession plan of your organization is not complete without it.

If you lead a small organization that greatly decreases the chances of finding an internal replacement, I challenge you to be intentional about investing in young leaders within your wider circle of influence based on the same criteria: “Who in my circle of influence, based on the information available to me now, has the capacity to become CEO of this organization in the next 15 years?” 🌐



Steve Moore
President and CEO
The Mission Exchange

Question:
What do you get when you combine

36

book summaries
electronically delivered, 3 per month

24

live webinars
average 2 per month

12

author interviews
MP3 downloads, 1 per month

6

global issues updates
bi-monthly downloadable webinar

3

and 3 live conferences*?

1

Answer:
1 year of member benefits in The Mission Exchange

See all the categories of membership and a full explanation of our member benefits on the following page

New categories of membership include individual, church and educational affiliate beginning at \$99 per year.

Connect with The Mission Exchange

Getting Connected

Getting connected with The Mission Exchange will open a door of shared learning, mutual accountability and trusted partnership with other like-minded evangelical mission leaders. We offer an innovative combination of online resources and live training events designed to add value to mission leaders and stimulate partnership.

The grid below displays the categories of relationship with The Mission Exchange along with corresponding Member Benefits.

To qualify as a **MEMBER** your organization must be registered as a charitable organization in the US or Canada, have at least \$100,000 of annual revenue, agree with the National Association of Evangelicals statement of faith and be involved in cross cultural mission by sending missionaries or offering support service to the Great Commission community.

To qualify as an **ASSOCIATE MEMBER** your organization must be a member in good standing of another mission association that has been approved by The Mission Exchange board of directions. (Currently the only

association so approved is CrossGlobal Link.)

We ask **AFFILIATES** to agree with the National Association of Evangelicals statement of faith as well as to affirm the vision, mission and core values of The Mission Exchange. There are three categories of Affiliate Membership:

- **Individual Affiliate** - \$99 per person
- **Church Affiliate** - \$279 for church wide staff and leadership
- **Educational Affiliate** - \$379 for all Professors, Staff and Students of a Seminary, College, University or training program (such as DTS, etc.).

Note: Affiliate memberships are available in our online store and are pro-rated based on the date purchased.

We encourage you to consider connecting with The Mission Exchange as outlined above but it is still possible to participate in training, networking events and live webinars as a non-member. If you have any questions, feel free to contact us at Connect@TheMissionExchange.org.

Membership Options							
Training & Networking Events (see page 2)	Live Webinars (see pg 16–17)	Downloadable Webinars (see pg 18)	Global Issues Updates (see pg 3)	Professional Services Network (see pg 19)	Leader's Edge Book Summary (see pg 23)	improve Peer Consultation (see pg 20)	Credentialing Relationship
Member							
Yes 20% discount	Yes Free	Yes \$9.95ea	Yes Free	Yes 5-25% discount	Yes Free	Yes 50% discount	Yes – use of Member seal
Associate Member							
Yes 15% discount	Yes Free	Yes \$19.95ea	Yes Free	Yes 5-25% discount	Yes Free	Yes 20% discount	Yes – use of Associate-Member seal
Affiliate Member Individual · Church · Educational							
Yes 10% discount	Yes \$9.95ea	Yes \$19.95ea	Yes Free	No	Yes Free	Yes 10% discount	No
Non Member							
Limited Access	Yes \$39.95ea	Yes \$29.95ea	Yes \$19.95ea	No	No	Yes No discount	No

LEARNING INITIATIVES

If you can get online you have all the technology you need to participate in a webinar

The quest is no longer for information. Leaders are afloat in information. The great need is for selective and interpreted information. Projections, analyses and recommendations of top experts are in demand. And it's a great advantage when mission leaders don't have to spend days and dollars traveling somewhere to hear them!

Webinars are workshops that allow participants to sit in their office, hotel or living room and listen to the presenter, either through speakers on their computer or on a conference call, while simultaneously observing the presenter's PowerPoint slides on the web (note: to listen on the computer while viewing the PowerPoint may require a high speed connection rather than dial-up). A 50 to 60 minute presentation is followed by questions and answers. Webinars are generally held on Thursday afternoons at 2:00 pm eastern time.

Webinars are free for staff and missionaries of member organizations and available for \$9.95 to affiliates or \$39.95 to the general public. An updated list of webinars can be found at www.TheMissionExchange.org/learninginitiatives.

"I'm very encouraged by the forward momentum and effective resources offered by The Mission Exchange. We've utilized the webinars to increase our understanding around key areas. We continue to benefit from these value-added services."

Andrea Buczynski

Vice President, Global Leadership Development, Campus Crusade for Christ

4th Quarter 2009 | Webinars from The Mission Exchange

OCT
8

Mastering the 20 Management Buckets: Why We Must Focus First on the Results Bucket
John Pearson, President, John Pearson Associates, Inc.

OCT
15

Making Disciples of Oral Learners: Truth That Sticks
Avery Willis, Executive Director, International Orality Network

OCT
22

Overcoming the Problem of the Superficially Converted
Paul Borthwick, Development Associates International

NOV
5

Survival Mode: Piloting Your Ministry's Finances through the Waters of Economic Uncertainty
Bryan Taylor, Chief Investment Officer, Cornerstone Management

NOV
12

My Ten Biggest Mistakes in Missions Leadership and What I Learned from Them
Paul McKaughan, Ambassador-at-large and former CEO, The Mission Exchange

DEC
3

Helping Students to See, Live and Commit at Urbana 09
Deborah Hemmer, Urbana 09 Exhibits Manager

DEC
10

Results Focused Partnerships
Brian O'Connell, President, REACT Services

DEC
17

Structuring and Leading an International Mission Organization in a From-Everywhere-To-Everywhere World
James E. Plueddemann, Professor and Chair of the Missions Department, Trinity Evangelical Divinity School

1st Quarter 2010 | Webinars from The Mission Exchange

JAN
7

Enhancing Your Internal Coaching Capability

Linda Miller, Global Liaison for Coaching, The Ken Blanchard Associates, and Gail Davis, Director of Member Development, OMS

JAN
21

Helping Churches in Missions: What do They Need and Want?

Bruce Camp, Founder and President, DualReach

JAN
28

Eight Myths and Mistakes to Avoid in Raising Personal Support: Back to Basics

Ellis Goldstein, Director, Ministry Partner Development, Campus Crusade for Christ, International, with Kevin DiFilece and Scott Morton, The Navigators

FEB
4

The Power of Focus: An Introduction to Life Planning

Steve Moore, President and CEO, The Mission Exchange

FEB
25

Evaluating Your Organization's Website

Sherri Heintz Kerr, President, Cahoots Communications

MAR
4

Five Things I Wish Missionaries Remembered about Taking Care of Themselves

Brent Lindquist, President, Link Care Center

MAR
18

Leadership Succession Planning: Key to Long Term Success

Dick Wynn, Consultant and Chief of Staff, Northland, A Church Distributed, Longwood, FL

MAR
25

Children and Missions: Moving from Education to Action!

Jill Harris Jordan, Teacher and Mobilizer, KidZana

2nd Quarter 2010 | Webinars from The Mission Exchange

APR
8

Overcoming Death by Email

Ted Esler, Executive Vice President, Pioneers

APR
22

Shaping Spiritual Formation: How Cross-Cultural Missions serves as a Crucible for Character Development - Part I

Steve Hoke, Vice President of People Development, Church Resource Ministries

APR
29

Shaping Spiritual Formation: How Cross-Cultural Missions serves as a Crucible for Character Development - Part II

Steve Hoke, Vice President of People Development, Church Resource Ministries

MAY
6

Involving the Next Generation in Missions

Jim Tebbe, Vice President of Missions and Urbana Director, InterVarsity

MAY
20

Missions Tomorrow: Perspectives Crystallized from 400 Private Conversations with North American Missions Leaders

Paul McKaughan, Ambassador-at-large and former CEO, The Mission Exchange

JUN
3

Means and Meanings: Conducting Online Surveys and Focus Groups

James Nelson, Research Specialist, Global Mapping International

Webinars Available as Downloads



This is a sampling from 33 past webinars available for purchase as a download from The Mission Exchange on-line store.

Artists in Missions: A Reservoir of Potential for Cross-Cultural Ministry

Byron Spradlin, Founder and President, Artists in Christian Testimony

Authentic Intercultural Partnership: Nine Things Every Partnership Needs to Succeed

Daniel Rickett, Ph.D., Vice President, Sisters in Service Inc.

Beyond Resolutions: Creating a Personal Growth Plan that Works

Steve Moore, President and CEO, The Mission Exchange

Business as Mission: Principles and Strategies for Building Profitable Kingdom Ventures with Non-profit Resources

Thomas Sudyk, Owner and CEO, EC Group International

Great Expectations: Helping Short-termers Live Out their Commitments

Steve Moore, President and CEO, The Mission Exchange

Keeping Score in the Kingdom: What is Outcome Based Evaluation and Why Should our Agency Care?

Calvin Edwards, Founder & CEO, Calvin Edwards & Company

Leading Multicultural Teams: Catching the Wave

Steve Hoke, Vice President of People Development, Church Resource Ministries

The State of the Gospel - 2009

Jason Mandryk, Operation World

Mega-Churches and Missions

Robert J. Priest, Director, PhD Program in Intercultural Studies, Trinity International University

On-Site Facilitators: The Pivotal Link for Global Church Partnerships

Ellen Livingood, Founder and Director, Catalyst Services

The First 90 Days: Optimize the Learning Curve

Linda Miller, Global Liaison for Coaching, The Ken Blanchard Companies
Steve Moore, President and CEO, The Mission Exchange

Top Missions Challenges in the Changing U.S. Church

David Mays, Director of Learning Initiatives, The Mission Exchange

The North American Missions Movement: Key Facts and Trends

Michael Jaffarian, Senior Research Associate, Operation World and Missionary Researcher, WorldVenture

Three Rails of Partnership Development: Field, Church, and Logistics

Ellen Livingood, Founder and Director, Catalyst Services

Trends in Mission: What's Changing and Why it Matters

Scott Moreau, Professor of Missions and Intercultural Studies, Wheaton College

Professional Services Network

We have a network of world class consultants, trainers and executive coaches who understand the non-profit sector as well as the unique challenges of cross-cultural service. Through our coaches and consultants we are building a three-tiered menu of services in their area of expertise as follows:

Tier 1: (free) articles, resource reviews, webinars, audio downloads, et cetera

Tier 2: (cost only) needs assessment or brief consultation

Tier 3: (discounted services) training, coaching or consulting in their respective field of expertise

For a complete biographical sketch or to initiate dialogue with consultants in our Professional Services Network, please go to www.TheMissionExchange.org/servicenetwork

“I am impressed how The Mission Exchange has consistently and successfully engaged those of us as mission leaders in fresh thinking and stimulating dialogue on so many key topics relevant to our ministries today.”

.....
Jon Lewis

*President & CEO
Partners International*



Jerry Burgess – Finance Consultant

Special Focus: Finance and compensation issues



Bob Klamser – Security Consultant

Special Focus: Crisis management, contingency planning, risk assessment, security and counterterrorism



Brent Lindquist – Membercare Consultant

Special Focus: Membercare resource and system planning and consultation, crisis response planning, mentoring and training issues, and distance learning



Katie J. Burgess – Human Resources Consultant

Special Focus: Human Resources compliance and best business practices



Dick Wynn – Organizational Development Consultant

Special Focus: Strategic planning, change management, succession planning, board development & fund development.



Linda Miller – Executive Coaching & Coach Training Consultant

Special Focus: Working with CEO's and their senior staff to facilitate increased performance and self-directed excellence through executive coaching



Tom Sudyk – Business as Mission Consultant

Special Focus: Strategies and initiatives to help you create profitable international kingdom businesses with sustainable ministries in hard to reach countries.



Brian O'Connell – Partnership Consultant

Special Focus: Working with CEO's, leadership teams, and field workers to facilitate increased knowledge and skills related to building more effective ministry partnerships.

Helping Mission Organizations

improve

Over the past eighteen months we have been designing and testing a new service of The Mission Exchange called **improve**. It represents our commitment to deliver on our brand promise at the organizational level.

We built **improve** on the following five assumptions:

- Leaders are stewards of a vision from God and will be held accountable.
- Every organization has room for improvement that would increase its effectiveness.
- Every leader has blind spots that limit and filter his/her perspective of what or how to improve.
- Some areas of improvement are more strategic than others, providing a greater return on investment.
- A proven approach to exposing blind spots and prioritizing action steps is objective feedback.

improve is a flexible but systematic process that enables mission organizations to work with an organizational development consultant to process feedback from stakeholders, mission peers and an Executive Coach to develop a list of priority action steps to begin a journey of continuous improvement.

Your biggest problem as an organization may not be the one you can't solve but the one you can't see. That's why feedback is at the center of **improve**. The process is designed to expose organizational blind spots and shed light on new possibilities. It harnesses the collective wisdom and experience of trusted mission peers with outside objectivity who are empowered to ask probing questions as well as offer strategic counsel.

The Three Phases of **improve**

Phase 1 of **improve** provides feedback from stakeholders, both internally (your key leaders and management team) and externally (your donors, prayer partners, church partners and volunteer constituency). The internal stakeholder feedback comes in the form of an organizational self-assessment completed online in eight modules: 1) organizational & legal, 2) organizational identity, planning & governance, 3) human resources & team development, 4) finances, 5) marketing & communication, 6) technology, 7) innovation & change management, 8) partnership.

The external stakeholder feedback in Phase 1 is provided through a Constituent Engagement Survey that measures the four pillars of engagement: integrity, confidence, pride and passion. If your constituents trust you (integrity), and believe you are positioned well to accomplish your mission (confidence), they will have a sense of pride about associating with you and become passionate about your mission.

Data from Phase 1 is analyzed with input from an **improve** consultant to develop an initial list of Priority Action Steps. All the phase one information is communicated to a carefully selected group of mission peers for Phase 2.

Phase 2 of **improve** engages the input of three to five Christian leaders from the church, business and mission world, who have agreed to review Phase 1 data and participate in two virtual peer consultations. The first peer consultation asks, "What's happening now?" with a focus on strengths to build on and challenges to work on. The second peer consultation asks, "What's happening next?" with a focus on innovation and recalibration. After the second peer consultation the list of Priority Action Steps is updated, with the help of the **improve** consultant, in preparation for Phase 3 feedback.

Phase 3 of **improve** provides feedback from an Executive Coach directed to a point leader in the organization who will oversee the implementation of the Priority Action Steps. This three to six month coaching relationship is designed to shine the spotlight on the next steps that need to be taken in order to get out of the blocks with a healthy start, identifying key questions of application: what, who, how and when?

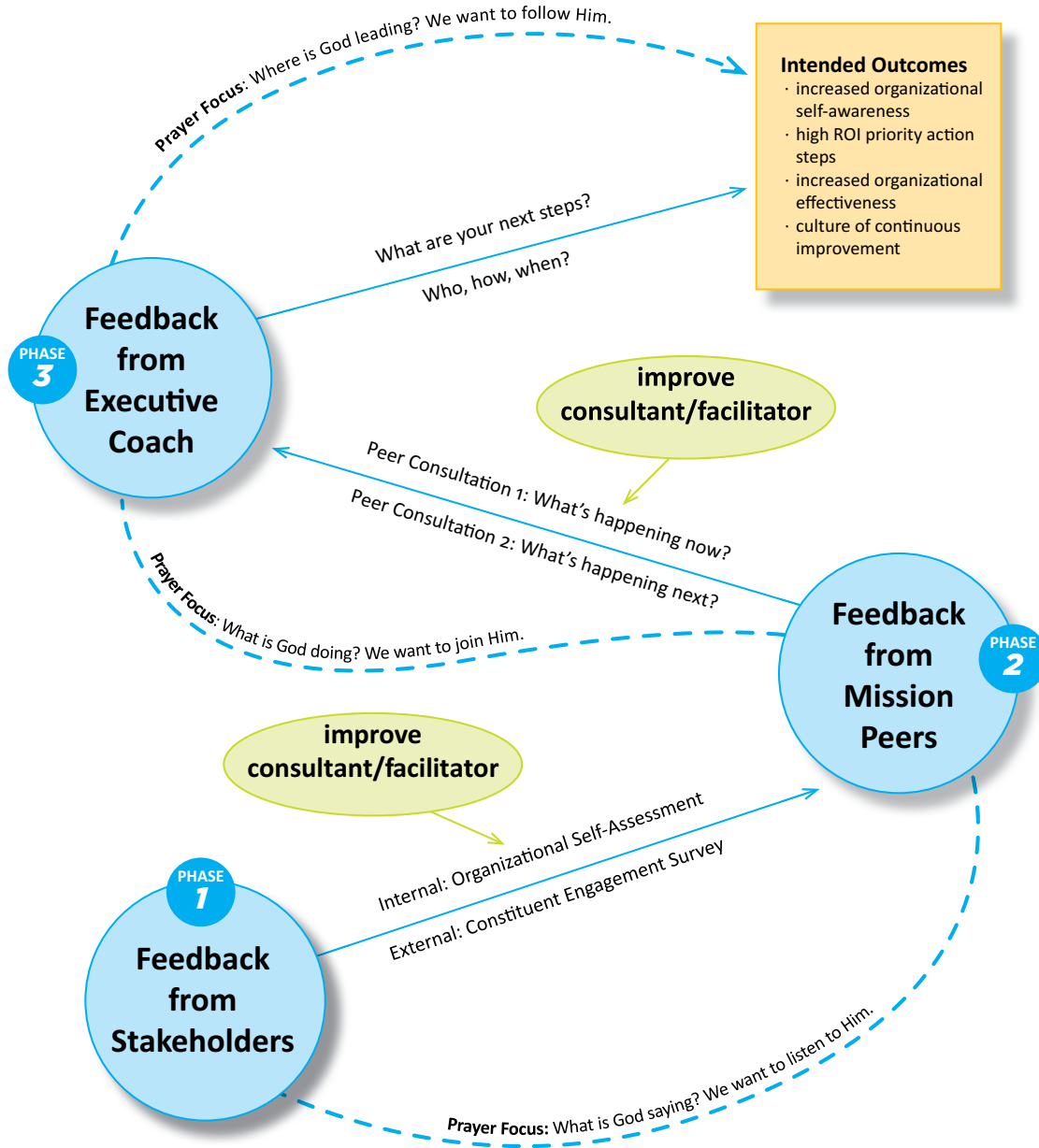
All three phases of **improve** are undergirded by prayer, asking: What is God saying? (Phase 1) What is God doing? (Phase 2) Where is God leading? (Phase 3).

The entire **improve** process is focused on four intended outcomes: 1) increased organizational self-awareness that produces 2) high ROI priority action steps that yield 3) increased organizational effectiveness, which contributes to 4) a culture of sustained improvement. 🌐



improve

FEEDBACK DRIVEN CONTINUOUS IMPROVEMENT



“ *Your biggest problem as an organization may not be the one you can't solve but the one you can't see.*

For more information contact us by sending an email to improve@TheMissionExchange.org or calling 770-457-6677. For an expanded list of frequently asked questions, visit our website at www.TheMissionExchange.org/improveproject.



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- Lausanne Global Conversation including:
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 - Lausanne World Pulse articles www.lausanneworldpulse.com
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Leader's Edge


Book Summary & Audio Extra

By some estimates there are approximately 1,000 books published in the US every day. How can busy leaders possibly determine which titles should be in their briefcase next week?

Our answer is **Leader's Edge Book Summary**. This monthly electronic resource is like having a personal learning assistant to read and summarize three of the best new books each month - one on spiritual formation, one on leadership, and one on missions or ministry. In addition to a brief summary of each title, Leader's Edge provides a concise overview of the best chapter, best quotes, best illustration, best idea, and best take away.

Every edition of Leader's Edge provides helpful information you can quickly cut and paste into your electronic file system as well as thought provoking content to stimulate growth related conversations with your team. Previous years' Leader's Edge book summaries are posted in the on-line store at no cost for members.

Leader's Edge Audio Extra takes you under the dust cover of one of these books each month for an informal conversation with the author. In these 30-minute interviews we ask the questions you would like to ask. The monthly interviews are posted with the Leader's Edge Book Summaries and are available for download. Leader's Edge Audio Extra in 2009 included interviews with Bill Hybels, Leighton Ford, Ed Stetzer, John Kotter, Skye Jethani, Todd Hunter, Jerry Bridges, Scott Thumma, and Larry Osborne.

If you serve with a member organization, including Church or Educational Affiliate, and are not currently receiving Leader's Edge you have not yet created a profile on our web site. Just click on the log-in tab at www.TheMissionExchange.org and follow the link to New Visitor Registration. If you do not serve with a member organization you can receive Leader's Edge as an Affiliate Member. 

TheMissionExchange.org/LeadersEdge

I'm on the board of The Mission Exchange, so I might seem biased to tell you how much I value the tools they produce. But when I have our staff telling me to look at one of Steve Moore's video blogs, or announcing to others on staff they are going to watch a webinar together, it tells you all you need to hear: this stuff is good. It is helping to enhance the ability of our team in any number of ways. Sign up! Log on! Pass the word!

.....
Greg H. Parsons
General Director
USCWM

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Available
December 2009



We launched Learning @ The Speed of Life, the video blog of The Mission Exchange in September 2008 and the response has been overwhelmingly positive. Steve Moore's blog thoughts have been fodder for online discussion groups, posted on twitter and linked to various web sites.

A number of our viewers have reminded us it's easier to underline a thought provoking idea in print than to harvest it from an online video. So in response to viewer feedback we have compiled a selection of video blog transcripts in book form.

You can still get the original videos from the archive page via the link on our home page, www.TheMissionExchange.org. We think it will give you something to think about, maybe even talk over with your team.

"Our staff have described Steve Moore's video blogs as their 'must see TV'. This compilation of video blog scripts is guaranteed to engage and challenge. Read it with your team and wrestle with the implications of this thought provoking content."

Sammy T. Mah
President | CEO
World Relief