

MISSIO NEXUS®



2024 REPORT AND ANALYSIS FROM MISSIO NEXUS

MISSION CEOS

DELIBERATE MOMENTUM

Embracing *Festina Lente* in
leadership and missions.

Edited by Michael VanHuis

**2023
MISSION
CEOS
REPORT**



Member Care and Policies



Training

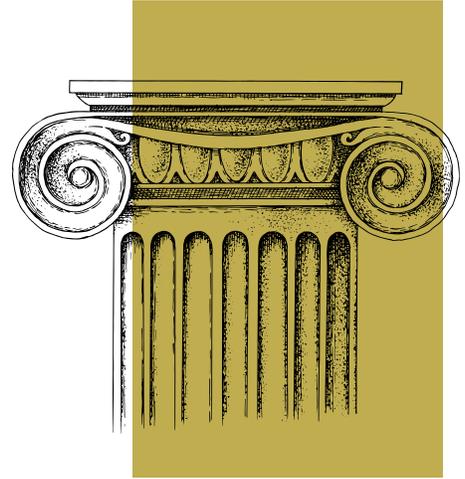


Response



TeliosLaw.com

855-748-4201
tell@telioslaw.com



2023 MISSION CEOS REPORT

Edited by Michael VanHuis



The Missio Nexus CEO Survey 2023 was commissioned and conducted by Missio Nexus.

Missio Nexus' vision is to see missional leaders accelerating the fulfillment of the Great Commission in servant partnership with the church globally. Its mission is to catalyze relationships, collaboration and ideas within the Great Commission community.

Missio Nexus

P.O. Box 398
Wheaton, IL 60187

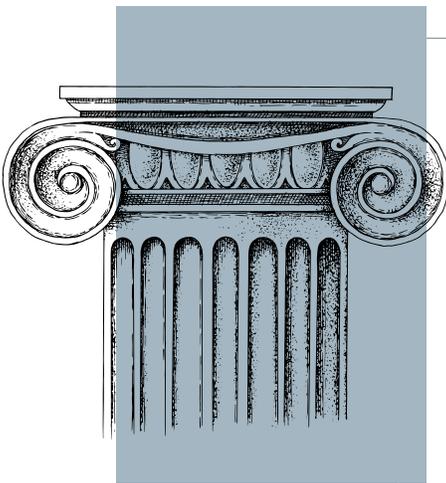
Phone: +1 770.457.6677
Web: MissioNexus.org

Copyright © 2024 Missio Nexus. All rights reserved. No part of this report may be reproduced in any form without permission in writing from the publisher, except in the case of brief quotations embodied in articles or reviews.

For more on the Missio Nexus 2023 CEO Survey, visit missionexus.org. Inquiries about research methodology may be directed to: info@missionexus.org.

Analysis, Reporting and Presentation:
Michael VanHuis

Graphic Layout:
Kurtis Amundson



Key Leadership Questions

When you see this pillar, look for key leadership questions to help you evaluate your organization's leadership priorities. Throughout the report, we delve into essential aspects such as CEO priorities, board management, ministry purpose, execution, stakeholders, finances, and more. These questions serve as practical tools, guiding your reflection and strategic thinking.

Michael VanHuis
Leading with Deliberation, Thriving with Purpose 8

SECTION ONE

THE CEO

CEO Perspectives and Insight 12
Top Personal Priorities for CEOs 13
Personal Priorities 14
 Mary Ho *Unflinching Leadership* 16
Role Satisfaction 18
Personal Leadership Influencers 19
Virtual Work Trends 21
CEO Well-Being 22
Sabbatical Choices 23
Exhausters and Energizers 24
 Steve Coffey *The Spiritual Life* 26

SECTION TWO

THE CEO & BOARD

Annual Review 30
Board Involvement and Meetings 32
 Steve Coffey *Freedom in Visionary Governance* 34

SECTION THREE

TEAM & AGENCY

Kevin King *What is your POEM?* 38
Staff Effectiveness 40
 Steve Richardson *Collaborative Leadership* 42
Internal Forces 44
 Phil O'Day *Transformational Change* 46
Preparedness for Change 48
 Telios Law *Defending the Fortress* 50
External Forces 52
 Joe Handley, PhD *Navigating the Seas of Change* 54
How Much Has Changed In 3 Years? 56
Effective Markers 59
Key Markers 61
 Warren Janzen *Being Values-Driven* 64

SECTION FOUR

INNOVATION

Paradigm Shifts 68
Innovation in Mission 70
Fostering Creativity and Innovation 72
Prioritizing Innovation 73
 Ted Esler *The Team That Innovates* 74

SECTION FIVE

ISSUES IN FOCUS

Wendy Wilson *A Continuing Exploration* 78
Women in Leadership 81
Committed to Ethnic Diversity 82
Intentional Inclusivity 85
 Brian Heerwagen *Multiplying Blessings* 86
Effective Partnerships 88
 Ken Katayama *Collaboration and Globalization* 90
Church and Agency 92
Challenges Engaging the Local Church 94
Church Relationships 96
Global Engagement 98
 Michelle Atwell *Navigating the Future* 100

SECTION SIX

MISSION FINANCES

Funding Strategies 104
Challenges in Missions Funding 108

SECTION SEVEN

SURVEY STATISTICS

Highlights 114

SECTION EIGHT

REFLECTION QUESTIONS

Questions for the CEO 120
Questions for the Leadership Team 121
Questions for Board of Directors 122



Leading with Deliberation, Thriving with Purpose

Unveiling the Timeless Wisdom of *Festina Lente* in Mission Leadership.

As I concluded my first sabbatical in over 25 years of ministry this past summer, I sought a single idea or concept that would shape my approach to life and ministry. I invested significant time in reading various topics and authors, revisiting notes spanning years on life, productivity, goals, and mission. In the final days, a podcast by Cal Newport caught my attention, presenting an idea that clarified my thoughts and unified various concepts.

The Latin term *Festina lente*, a Latin term meaning “make haste, slowly,” resonated with me. This concept, championed by the Roman Emperor Octavian Caesar Augustus, was so embraced that he inscribed it on Roman coinage and created “logos” to symbolize the idea. Cal Newport modernized it as “to work slowly and relentlessly on what matters,” making it the subject of his upcoming book in 2024.

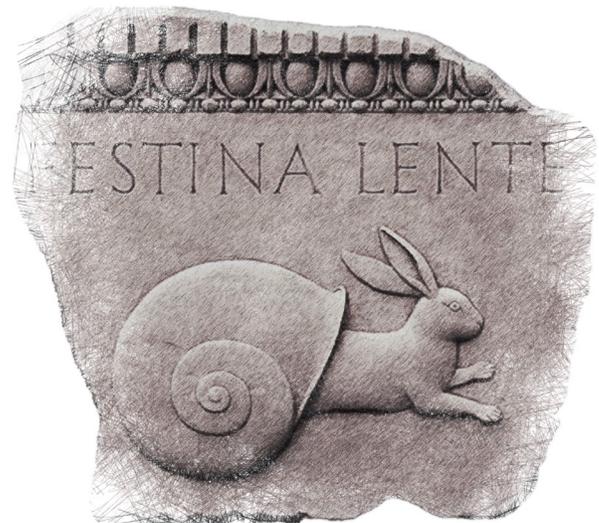
For me, this concept harmonized multiple principles that I find compelling. While urgency drives tasks, especially the task of gospel proclamation highlighted in this report, there is also a recognition that the Lord moves at a different pace in our lives and throughout history. The urgency of the gospel compels us to obey Christ’s command relentlessly, yet the approach we take to the task is equally significant. Faithfulness, reflected in the enduring love and intentionality of God, shapes and forms us patiently over time.

This report offers an overview of the myriad issues, topics, and perspectives confronting the leadership of mission organizations today. Leaders are challenged to be spiritually attuned, decisive, and thoughtful, ensuring staff and constituents are heard, proficient at reading the signs of an ever-changing world, and capable of maintaining balance and self-care. The pressure for immediate answers often thrusts us into a frenzied approach, feeling late and hurried, dealing with matters that may lack substantial impact.

The concept of working slowly and relentlessly on what matters may seem elusive, yet I believe it is worth embracing. It calls for a deliberate, sustained effort to lead ourselves and

others in a sustainable way, focusing attention on matters of substance rather than succumbing to distracting noise. The heart of our calling – gospel proclamation among the unreached and unengaged – remains the priority.

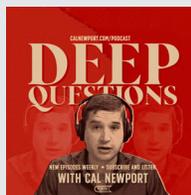
As you engage with the content of this report, take intentional moments to consider the perspectives offered and reflect on what matters most in your leadership and organizational mission. Remember that you stand shoulder-to-shoulder with others in this great commission community, collectively pursuing the essential mission of “healing the sick, restoring sight to the blind, freeing captives, and saving the lost”. That is what truly matters. ↗



Till all have heard,

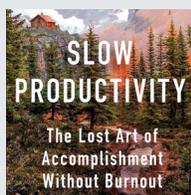
Michael VanHuis
Executive Director
Missio Nexus
missionexus.global

Additional Resources »



The Deep Life Podcast

EP. 260: Make Haste Slowly – Cal Newport
<https://www.thedeepife.com/podcasts/episodes/ep-260-make-haste-slowly/>



Slow Productivity: The Lost Art of Accomplishment Without Burnout

By Cal Newport (Available March 2024)
<https://www.amazon.com/dp/0593544854/>



1

THE CEO

S E C T I O N O N E

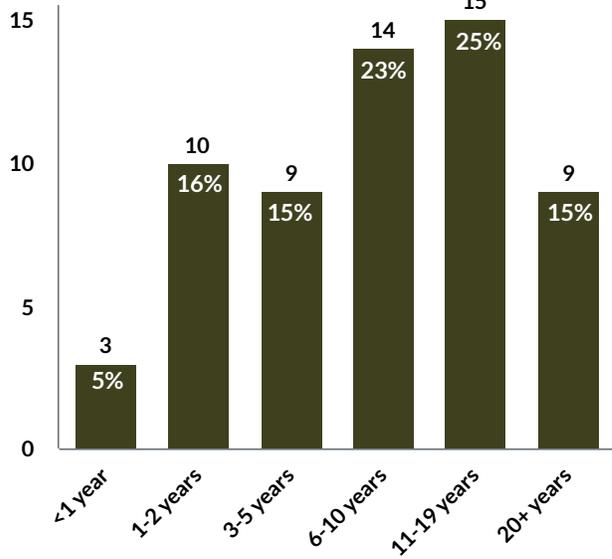


CEO Perspectives and Insight

After several tumultuous years marked by global pandemics, economic volatility, and profound social transformations, it is evident that those steering mission organizations have weathered a stormy journey. Our study this year revealed that 36% of CEOs surveyed have been in their role for less than five years. For many, assuming leadership during these turbulent times meant navigating uncharted waters as a new CEO. Leading as a new CEO is inherently challenging, even in more stable circumstances.

The survey further indicates that 23% of CEOs have served for 6–10 years, 25% for 11–19 years, and 15% for over 20 years. These findings provide a comprehensive snapshot of the diverse landscape of mission leadership and experience. The reflections and priorities expressed by the CEOs serve as a valuable gauge of the influences and impacts shaping mission-focused agencies and leaders across North America.

CEO Length of Service

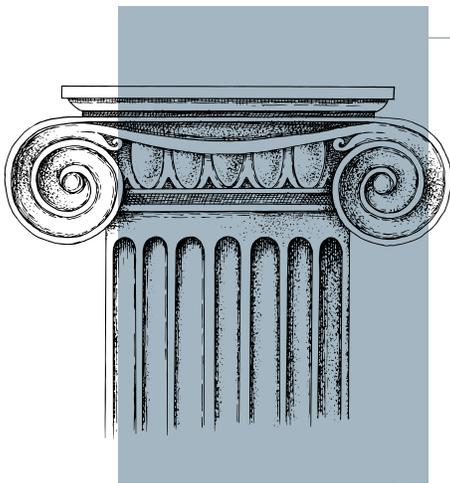


Q7: "How long have you served in your role of CEO/President?"

Lack of experience may be costly – but so is experience. It's a fact that you cannot gain experience without paying a price. The great American novelist Mark Twain once remarked, "I know a man who grabbed a cat by the tail and he learned 40 percent more about cats than the man who didn't." You just have to hope that the price is not greater than the value of the experience you gain, and sometimes you cannot judge what the price will be until after you have gained the experience.

—John C. Maxwell

Leadership Gold: Lessons I've Learned from a Lifetime of Leading



Organizational Health Questions on Leadership:

- Do our leaders demonstrate spiritual vibrancy, and is this reflected in staff and relationships?
- Are we actively developing leaders at all levels to ensure mission fulfillment?
- Is there a planned leadership succession at all levels of the organization?

Top Personal Priorities for CEOs

Unveiling the transformative trends shaping leadership in the mission community

The top priorities of CEOs have shifted from year to year throughout our ongoing study. Inspirational Servant Leadership has alternated in and out of the top five several times over the years. This year, we observe Creativity & Innovation entering the list for the first time. We have actively worked to catalyze innovation at Missio Nexus in recent years, aiming to influence the thinking of CEOs positively. There remains a continued need for growth in all areas of innovation within our organizations and the broader mission community. For further insights on innovation, please refer to the relevant pages.

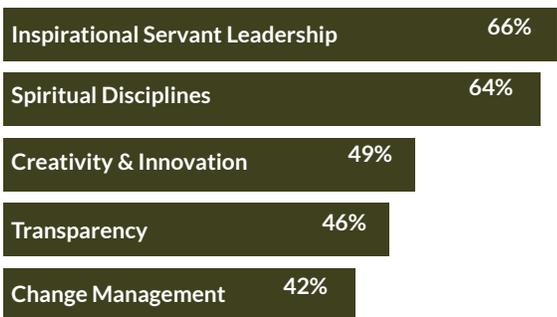
Transparency has also entered the top five list this year. Given some high-profile failures in large ministries and the growing demand from younger generations for more visibility into the decisions and finances of non-profit work, it becomes crucial for leaders to prioritize transparent leadership both

internally and externally. This includes transparent reporting on mission activities and finances. In an age of digital accessibility, scrutiny has heightened, underscoring the importance of leading with integrity and emphasizing transparency and openness as a testament of faithfulness before both the Lord and the world.

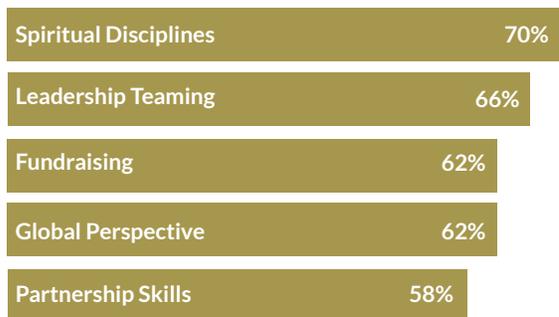
Change management is another addition to the top five list this year. The rapid pace of change in the last few decades has rendered even Moore’s Law outdated, and the accelerated rate of change seems more demanding than ever. What was once considered “long-term” planning now resembles what used to be short-term, and short-term planning feels compressed from months to days. Maintaining core priorities becomes crucial for foundational grounding as we navigate leadership in an era characterized by constant and unrelenting change.

66%
of CEOs identify ‘Inspirational Servant Leadership’ as their top priority for fostering personal leadership effectiveness in the next 1–3 years

2023 Top CEO Personal Priorities



2019 Top CEO Personal Priorities



Q17: “Rate the priority level for growth in each of these contributors to your personal leadership effectiveness in the next 1–3 years.”

Personal Priorities

Navigating Ministry Challenges

In the dynamic landscape of ministry challenges, CEOs prioritize with clarity and foresight. Here are the top ten personal priorities defined for CEOs as they navigate the intricacies of ministry.

Spiritual Discipline 64%

Personal and corporate commitment to seeking the Spirit's leadership, guidance, and wisdom

Tolerance for Risk 36%

Willingness to make bold decisions and choices for the sake of the mission

Personal Efficiency 36%

Personal leadership to manage projects and responsibilities effectively

Transparency 46%

Open, clear communication of decision making, processes, purpose, and desired results to donors, staff and partners

Creativity / Innovation 49%

Purposeful and intentional action to dream, ideate, and explore new paths, methods, and opportunities in the execution of ministry

Personal Pacing 33%

Creating a sustainable and life giving work/life balance

Partnership Skills 39%

Engaging with the global body of Christ to increase ministry impact and reflect the high scriptural value of relationship

Decisiveness / Boldness 42%

Leading with clarity and courage in order to make decisions that impact outcomes

Inspirational Servant Leadership 66%

As an outflow of personal spiritual discipline, the ability to lead in such a way that others are drawn to Jesus and the pursuit of His glory as they serve in the work of the gospel

Change Management 42%

Boldness to manage the dynamics of change—from the recognition of need, to design, to implementation, and to the follow through

Unflinching Leadership

Courageous Action in the Face of Crisis



Mary Ho
*International Executive
Leader of All Nations*
allnations.international

Dr. Mary Ho is the International Executive Leader of All Nations International, a global Christian missions agency focused on reaching the neglected globally – the least, the last, and the lost. All Nation's vision is to see Jesus worshiped by all the peoples of the earth. All Nations' mission is to make disciples and train leaders to ignite church planting movements among the neglected peoples of the earth. She is from Taiwan and married to John Ho, an architect.

"God does not birth a vision without hands and feet. He calls those who have wept."

Great leaders are often birthed in crisis. J.F. Kennedy once said, "Great crisis produce great deeds of courage." Missions today exists in this increasingly VUCA – volatile, uncertain, complex, and ambiguous – twenty-first century. The center of gravity for Christianity has shifted to regions where the United Nations Human Development Index (HDI) is trailing, where socio-economic issues and strife proliferate. We are also mobilizing and sending global workers in a time of unprecedented persecution and martyrdom. God is using extreme trials, both personal and social, to shape us into unflinching leaders. He forges leaders out of burnt rubble.

This was literally true of Nehemiah. The report that Nehemiah received was, "Those who survived the exile and are back in the province are in great trouble and disgrace. The wall of Jerusalem is broken down, and its gates have been burned with fire." (Nehemiah 1:3) God's people were soaked in shame. All the defenses and infrastructure were in shambles.

The devastation so gripped Nehemiah's heart that he wept for days (v. 4). The brokenness of God's people and city consumed him. He was distraught and this state pushed him toward fasting, prayer, and repentance. The situation was impossible. The walls and gates had been in disrepair for more than 90 years since the first group of Jews returned to Jerusalem. But after three months of prayer and fasting, the crisis ignited a God-size vision: "Even if your exiled people are at the farthest horizon, I will gather them from there and bring them to the place I have chosen as a dwelling for my Name." (v. 9). A vision breaks through from the lowest point. And leadership is forged in the crucible.

God does not birth a vision without hands and feet. He calls those who have wept. The months of wrestling turns into an unrelenting call to tackle specific issues. And God entrusts simple cupbearers like us with his mandate. The prayer ends with Nehemiah taking personal responsibility and action, asking God for success (v. 11). He was afraid (2:3), just like we often are. But he shot out arrow prayers throughout his life for just-in-time help (2:4).

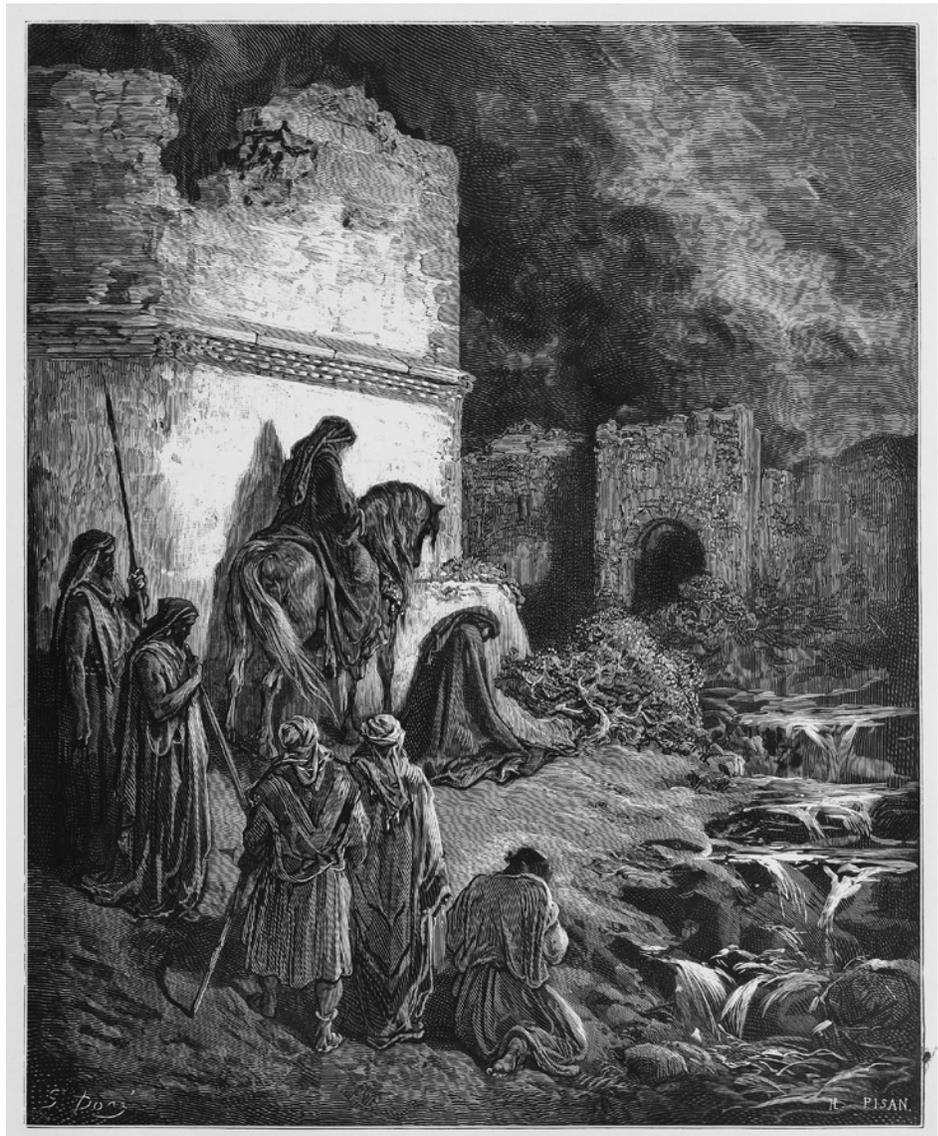
Like us leaders called to God's mission, Nehemiah's first tasks were to secure a visa (2.9), fundraise for resources (8),

and make a vision trip (2:11). He then hurled the crisis into vision casting: “You see the trouble we are in, how Jerusalem lies in ruins with its gates burned. Come, let us build the wall of Jerusalem, that we may no longer suffer derision.” And I told them of the hand of my God that had been upon me for good, and also of the words that the king had spoken to me. And they said, “Let us rise up and build.” So, they strengthened their hands for the good work.” (3:17-18).

The immediate response to this vision was instant warfare and opposition from key leaders. Nehemiah and his people were taunted, maligned, attacked, threatened with death, and facing an end to their work (4:11).

But Nehemiah challenged the people, “Do not be afraid of them. Remember the Lord, who is great and awesome, and fight for your brothers, your sons, your daughters, your wives, and your homes.” (3:14) His last words were, “Remember me with favor, my God.” (13:31)

Unflinching leadership enabled the wall to be built, the poor fed, worship and scripture restored, and justice administered. For those of us who daringly seize Kingdom issues, He gives the courage, vision, resources, and favor to fulfill our calling – always despite great opposition. ↗



⋈
Nehemiah views the ruins of Jerusalem's walls. Picture from *The Holy Scriptures, Old and New Testaments* books collection published in 1885, Stuttgart-Germany. Drawings by Gustave Dore.

Additional Resources »



OnBoard Coaching Program

Missio Nexus has developed a nine-month coaching program for CEOs and boards to help navigate the challenges of these new roles.

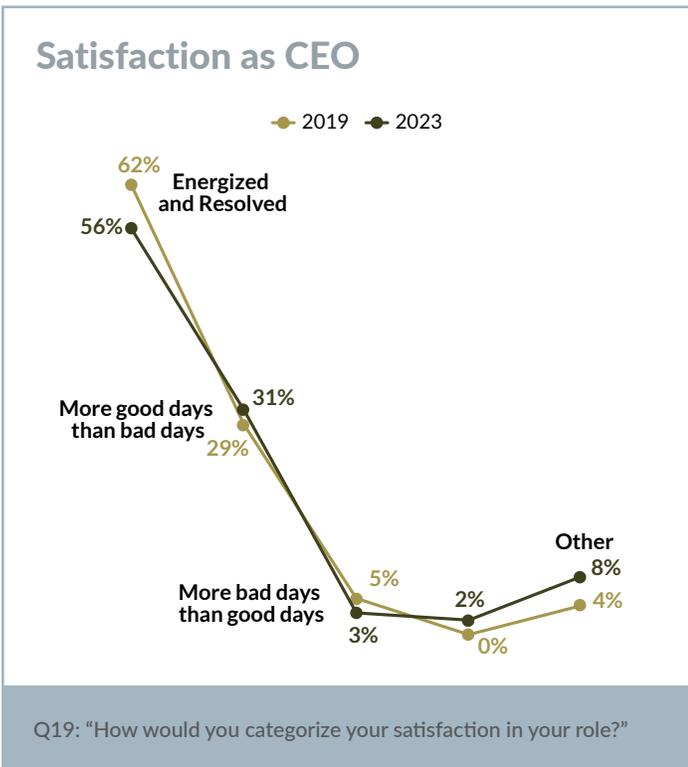
<https://missionexus.org/onboard>

Role Satisfaction

Only I can give myself permission to rest or to over-achieve, to pace myself or to run at the pace others expect of me.

—Wayne Cordeiro
Leading on Empty: Refilling Your Tank and Renewing Your Passion

It is encouraging to observe that a substantial majority, 56% of CEOs, express a sense of vigor and determination in their professional roles. While there is a slight dip from the 2019 figure of 62%, the majority still demonstrates resilience and commitment. Conversely, there is an increase in the number of CEOs experiencing fatigue, potentially heading towards burnout or grappling with a combination of exhaustion, yet retaining a resolve to persist in their leadership roles. This nuanced perspective highlights the dynamic nature of executive responsibilities and the importance of acknowledging both the challenges and the determination exhibited by leaders in today's complex ministry landscape.



Additional Resources »



Leaders Edge Book Summaries

Mission Nexus releases weekly book summaries and monthly author interviews for recent titles in leadership, missions ministry, and spiritual formation.
<https://missionnexus.org/category/books/>

Personal Leadership Influencers

Survey participants' most recommended books by popularity.

1. *Atomic Habits* by James Clear
2. *Canoeing the Mountains* by Tod E. Bolsinger
3. *From Strength to Strength* by Arthur C. Brooks
4. *Lead* by Paul David Tripp
5. *Mission Drift* by Peter Greer & Chris Horst
6. *Spiritual Leadership* by Oswald Sanders
7. *Tempered Resilience* by Tod E. Bolsinger
8. *The Innovation Crisis* by Ted Esler
9. *The 6 Types of Working Genius* by Patrick Lencioni
10. *Traction* by Gino Wickman

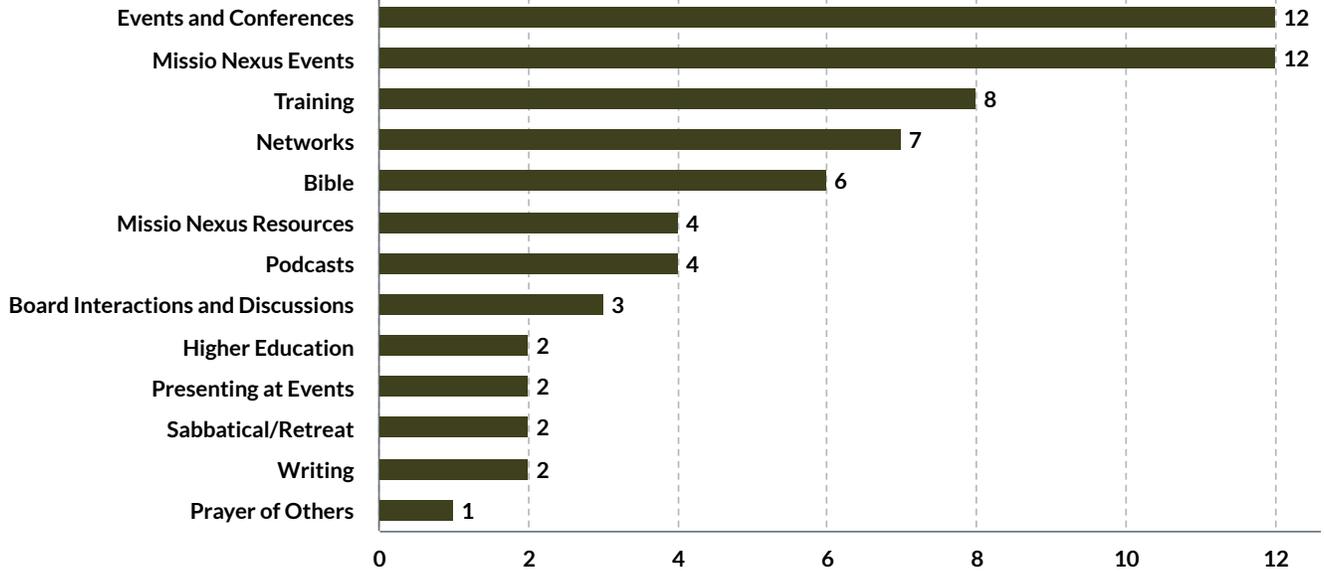
Other Recommended Books and Authors:

The Advantage by Patrick Lencioni
The Art of Negotiation by Michael Wheeler
The Awe of God by John Bevere
A.W. Tozer
Beyond the Local Church by Sam Metcalf
Building a StoryBrand by Donald Miller
The Choice by Gary G. Hoag & R. Scott Rodin
Dallas Willard
Dane C. Ortland
Deeper by Dane C. Ortland
Developing the Leader's Heart by Bill Lawrence
The Emotionally Healthy Leader by Peter Scazaro
A Failure of Nerve by Edwin H. Friedman
The Fifth Discipline by Peter M. Senge
Finding My Real Father by James Bowman
Finish by Jon Acuff
The Five Voices by Jeremie Kubicek & Steve Cockram
For the Body by Timothy C. Tennent
Gentle and Lowly by Dane C. Ortland
Get Your Life Back by John Eldredge
Global Humility by Andy McCullough
The Hidden Life by Adolph Saphir
The Innovator's Dilemma by Clayton M. Christensen
The Insanity of Obedience by Nik Ripkin
The Intentional Father by Jon Tyson
A Just Mission by Mekdes Haddis
The Leader's SEECret by Skip Garmo
Leadership or Servanthood? by Hwa Yung

Leading Multicultural Teams by Evelyn & Richard Hibbert
Life Together in Christ by Ruth Haley Barton
Live No Lies by John Mark Comer
The Making of a Leader by Dr. J. Robert Clinton
Mission in the 21st Century by Andrew Walls & Cathy Ross
A Non-Anxious Presence by Mark Sayers
The Only Leader Worth Following* by Tim Spiker
Patrick Lencioni
The Power of a Humble Life by Richard Simmons III
Predictable Success by Les McKeown
Pursuing God's Will Together by Ruth Haley Barton
Rare Leadership by Marcus Warner & Jim Wiler
The Resilient Leader by Alfred Ells
Rocket Fuel by Gino Wickman & Mark C. Winters
Rooting for Rivals by Peter Greer & Chris Horst
The Ruthless Elimination of Hurry by John Mark Comer
Sam Whitehead
7 Deadly Sins of Women in Leadership by Kate Coleman
Sherwood Lingenfelter
Strategic Planning for Public & Nonprofit Organizations by John Bryson
Strengthening the Soul of Your Leadership by Ruth Haley Barton
The Synergist by Les McKeon
Turn the Ship Around by L. David Marquet
Unoffendable by Brant Hanson
We are NOT the Hero by Jean Johnson
When by Daniel H. Pink

Influential CEO Leadership Development Resources

Excluding Books



Q18: "What leadership development opportunities or resources (books, events, coaching, etc.) have had the greatest influence on your leadership in the past two years? Please include the author, source or sponsor, if known."

Additional Resources »



Mission Leaders Conference

This event brings together mission practitioners and church leaders to catalyze relationships, ideas, and collaboration within the Great Commission community.
<https://missionexus.org/events/>



CEO Peer-2-Peer Retreat

Join other CEOs for networking, shared learning, and inspiration at the beautiful Billy Graham Training Center at The Cove, April 22–24, 2024 (Asheville, NC).
<https://missionexus.org/events/>



CEO Thought Leader Briefings

Engage on current issues with thought leaders to understand the cultural context and the ideas shaping missions theology and practice.
<https://missionexus.org/events/>

Virtual Work Trends

The working landscape for CEOs has evolved significantly, with a substantial proportion embracing virtual work as a regular part of their routine. Comparing 2019 numbers to 2023 the expectation was that in 2023 the percentages would have changed more substantially after COVID19 years and increased virtual work. At this point in time post-work from home mandates it appears that many have returned to working in the office at a pre-COVID19 percentage.

Daily Virtual Work (39%): A notable 39% of CEOs have seamlessly integrated virtual work into their daily schedules. This indicates a growing trend where top executives leverage technology to conduct business operations, make decisions, and engage with stakeholders without the constraints of a physical office.

Multiple Times a Week (23%): A significant contingent, comprising 23% of CEOs, engages in virtual work several times a week. This frequency suggests a balanced approach, allowing for a mix of virtual and in-person interactions, possibly optimizing productivity and flexibility in managing their responsibilities.

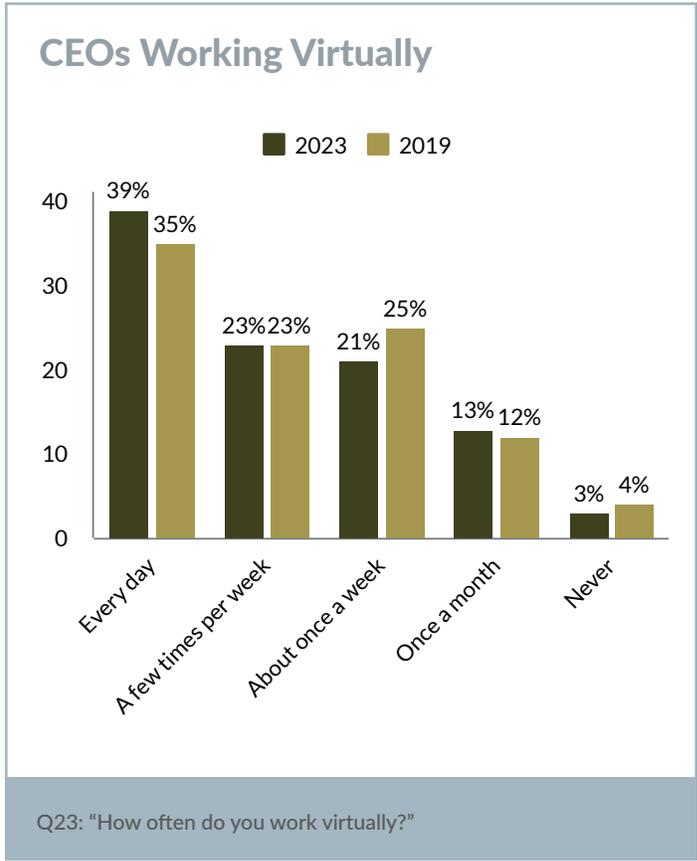
Weekly Virtual Engagement (21%): Approximately 21% of CEOs choose to work virtually about once a week. This group may find a weekly virtual cadence to be a strategic way to balance the demands of leadership while also capitalizing on the benefits of remote collaboration.

Monthly Virtual Involvement (13%): Another segment, representing 13% of CEOs, opts for virtual work on a monthly basis. This may reflect a deliberate strategy to maintain a physical presence in the office for the majority of the month, reserving virtual work for specific situations or focused periods of strategic planning.

These statistics underscore the adaptability of CEOs to the changing dynamics of the modern workplace, with a significant proportion leveraging virtual platforms to conduct their responsibilities effectively. The data suggests that the virtual realm has become an integral and flexible component of the executive toolkit, allowing CEOs to lead, communicate, and strategize with agility. As technology continues to shape the future of work, these insights will likely inform discussions on leadership practices and organizational structures.

39%

of CEOs have seamlessly integrated virtual work into their daily schedules



CEO Well-Being

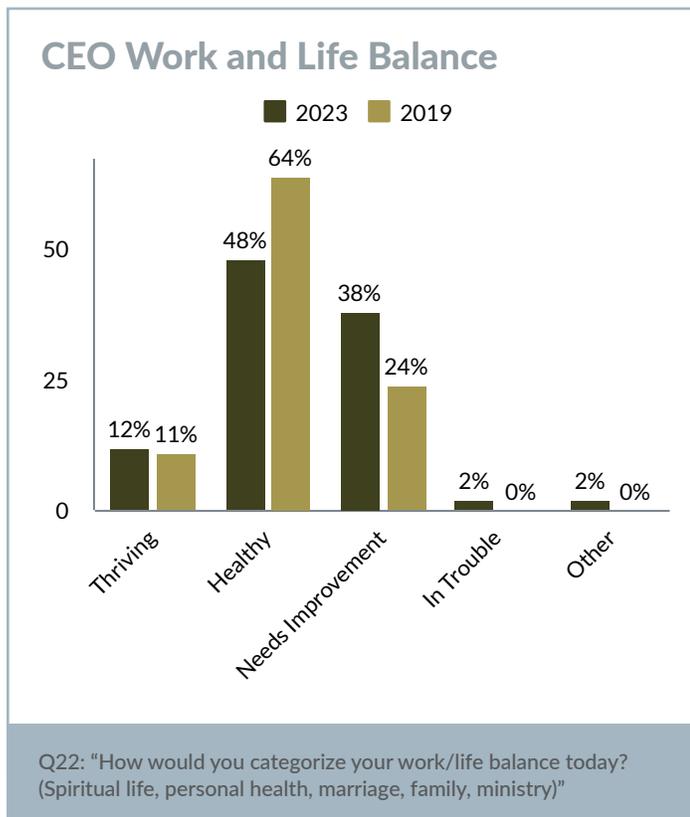
The work-life balance of CEOs in 2023 reveals a nuanced landscape, reflecting the evolving dynamics of leadership responsibilities. The data indicates the following trends:

Thriving CEOs (12%): A resilient 12% of CEOs report thriving in terms of work-life balance. These individuals have successfully navigated the demands of their professional roles while maintaining a healthy equilibrium with personal and family life. Their ability to flourish in both domains underscores effective time management and a holistic approach to well-being.

Healthy Work-Life Balance (48%): Nearly half of CEOs report maintaining a healthy work-life balance. While this represents a majority, there has been a decline from 2019 (64%). This shift may reflect the increasing complexities of leadership roles and the challenges posed by global events, prompting a reevaluation of priorities and personal time investments.

Needs Improvement (38%): A significant segment of CEOs admit their work-life balance requires improvement, marking a notable increase from 2019 (24%). This suggests a growing awareness among leaders of the importance of addressing work-life dynamics, with many actively seeking strategies and support for enhanced well-being and sustainable balance.

In Trouble (2%): A small but concerning number of CEOs report being in trouble with their work-life balance. This group may be grappling with intense professional demands, personal challenges, or both. Identifying and addressing the specific stressors faced by these individuals is crucial to prevent burnout and promote overall health and effectiveness in their leadership roles.



These statistics shed light on the diverse experiences of CEOs in managing the delicate equilibrium between work and personal life. The decrease in the percentage of CEOs with a healthy work-life balance since 2019 underscores the evolving nature of executive roles and the need for ongoing efforts to support leaders in achieving sustainable and fulfilling lives both inside and outside the boardroom. Organizations and leaders alike may find value in exploring strategies and initiatives that foster well-being, resilience, and a renewed focus on work-life balance.

Most of us are more tired than we know at the soul level. We are teetering on the brink of dangerous exhaustion, and we cannot do anything else until we have gotten some rest ... we can't really engage [any spiritual disciplines] until solitude becomes a place of rest for us rather than another place for human striving and hard work.

—Ruth Haley Barton

Sacred Rhythms: Arranging Our Lives for Spiritual Transformation

Sabbatical Choices

CEO utilization of sabbatical policies within their organizations reflect a diverse range of choices and perspectives. As of the latest statistics:

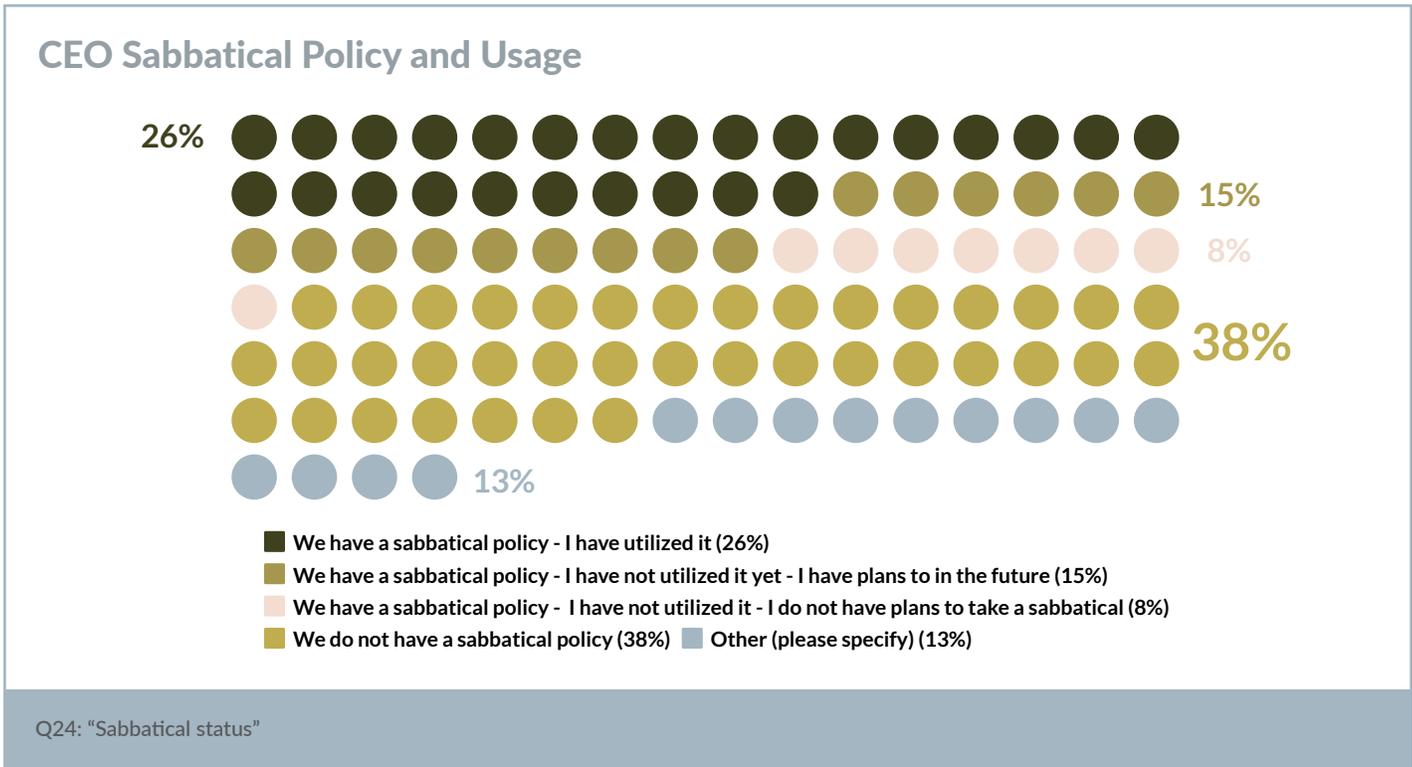
Utilized Sabbatical Policy (26%): A significant portion of the CEOs has availed themselves of their sabbatical policy. This indicates a proactive approach to personal and professional development, with leaders recognizing and embracing the opportunity for extended time away from work.

Future Plans for Sabbatical (15%): Another noteworthy segment has not yet utilized the sabbatical policy but has future plans to do so. This suggests a forward-looking mindset, with individuals intending to leverage the sabbatical benefit for personal or career-related endeavors.

These statistics paint a comprehensive picture of the varied attitudes and actions of CEO's concerning sabbatical policies. Understanding these trends can be crucial for tailoring future policies and benefits to better align with the diverse needs and preferences of leaders. It also highlights the importance of offering a range of options and support mechanisms to cater to the distinct aspirations and circumstances of each organization.

No Plans for Sabbatical (8%): Interestingly, 8% of CEOs have neither used nor plan to use the sabbatical policy. They may have personal or professional reasons for not pursuing extended leaves, and this choice may be influenced by their leadership approach.

No Sabbatical Policy (38%): The largest segment consists of CEOs who do not have access to a sabbatical policy. This subset may find themselves without the option for extended breaks or face limitations that prevent them from taking advantage of such opportunities.



Exhausters and Energizers

Navigating Ministry Challenges

The following **EXHAUSTERS** shed light on draining realities across world, personnel, leadership, finances, and global ministry domains.



Strategy

- Vision casting
- Strategic planning

Collaboration

- Partnering with other leaders
- Innovative initiatives
- Building the board

Professional Growth

- Coaching leaders
- Mentoring
- Building executive team

Adaptation

- Delegation
- Working on changes in the current contextual realities

Ministry Outcomes

- Lives changed
- Holy Spirit's impact
- People succeeding

Expansion

- Starting new locations
- Inviting participation in mission
- New missionaries on the field
- Pioneering new initiatives
- Testimonies of field workers

Relationships

- Relating with global church leaders
- Making new connections
- Partnership discussions

Well-Being

- Rock climbing
- The gym
- Long walks

Personal Time

- Solitude
- Time with spouse and family
- Walking with God
- Uninterrupted reading/projects



These **ENERGIZERS** rejuvenate and invigorate individuals and organizations, providing a renewed sense of purpose and vitality.

The Spiritual Life

A Deeper Measure of Success of the Leader



Steve Coffey
President of Christar
Christar.org

Steve Coffey has served in various capacities of leadership in Christar since 2001. Previous to this, he and his wife were privileged to serve among the least-reached in Sudan and France.

“Consciously and consistently nurturing love for God is the most important part of the leader’s life.”

A number of years ago, a young couple came to our office to learn about serving with Christar. We went out to eat, and while enjoying some Mexican food they raised a question that no one had ever asked me before: “What does it mean to be a success in Christar?”

In light of Christar’s purpose, “to glorify God by establishing churches among the least-reached,” the expected answer was likely, “To be a success in Christar is to make disciples and establish churches in least-reached communities.”

But this was not my response. Instead, I replied, “To be a success in Christar is to have a deeper love for God when you return from the field than when you left.”

Why would I say such a thing? Because the most important commandment in the Bible is not the Great Commission, even for missionaries. Instead, it is found in Deuteronomy 6:4, 5 (and Mark 12:30):

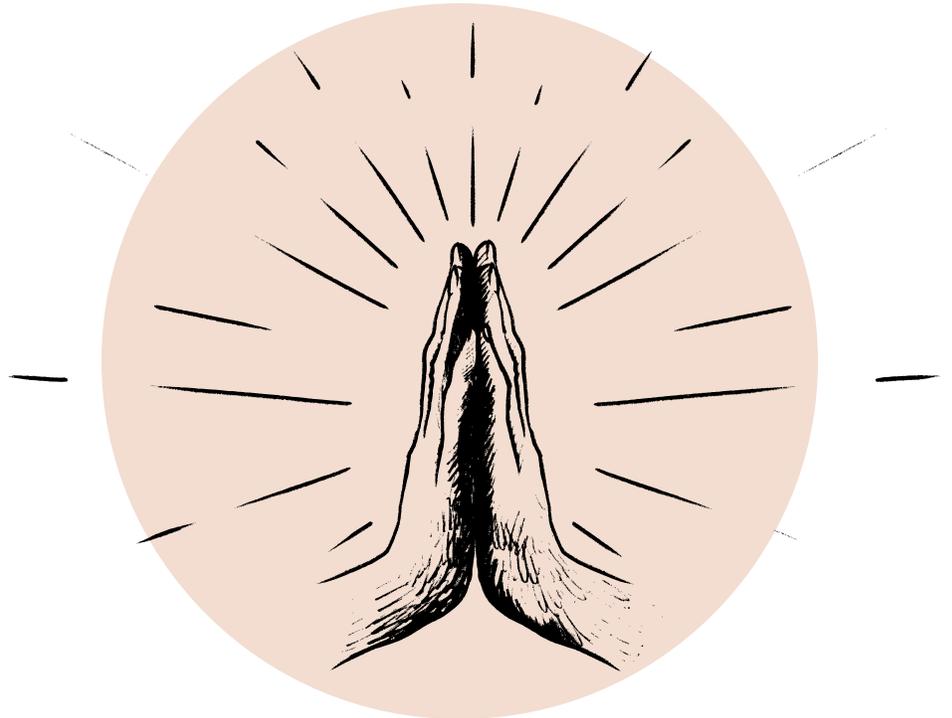
“Hear, O Israel! The LORD is our God, the LORD is one!
You shall love the LORD your God with all your heart
and with all your soul and with all your might.” (ESV)

Consciously and consistently nurturing love for God is the most important part of the leader’s life. I use the term “nurture” because of Jesus’ words about the woman who washed his feet, recorded in Luke 7. Some of us, like this woman, have experienced the amazingly powerful and beautiful grace of God by being redeemed and delivered from a life of egregious sin. Others have experienced it by being protected from such a lifestyle. Both need God’s grace! But one is less conscious of this need.

That was my testimony. I was privileged to be raised in a home where God was honored, worshiped and obeyed. The Lord graciously protected me from many things. I confess that, as a result, I often took the grace of God for granted. I was “that guy” Jesus described: “he who is forgiven little, loves little” (Luke 7:47 ESV). I learned that I have a daily need to “nurture” my delight in God. Each day, I must remind myself through his Word that I require his grace no less than those who commit the vilest of sinful acts and, because of this, rejoice in the gospel!

Most of us spend time daily in the Word and in prayer. What has changed for me is that my time with the Lord has begun to include a very intentional search in my reading for that which causes me to delight in God and to remember the beauty of his grace. This in turn has led to a change in my prayer life, beginning with worship as I reflect on the truths that God gives me through his Word.

These habits have formed me as a leader and as a follower of Christ. Each day, they turn my focus to my need for God's grace and nurture my gratitude for his beauty and goodness. ↗

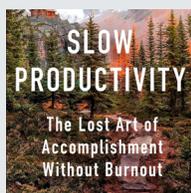


Additional Resources »



Spiritual Formation Books

Get in-depth summaries of the latest books in spiritual formation through the Leader's Edge member benefit. <https://missionexus.org/spiritual-formation/>



Slow Productivity: The Lost Art of Accomplishment Without Burnout

By Cal Newport (Available March 2024) <https://www.amazon.com/dp/0593544854/>

2

THE CEO & BOARD

S E C T I O N T W O



Annual Review

The responses regarding CEO annual reviews in 2023 reveals a mixed scenario, emphasizing the need for improvements in the evaluation processes implemented by boards. The data indicates the following insights:

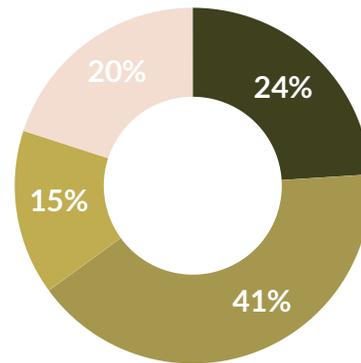
Very Useful Reviews (24%): A notable 24% of CEOs found their annual reviews to be very useful. This signifies a positive engagement with the assessment process, suggesting that a quarter of CEOs derive significant value from the feedback and insights provided during their performance evaluations.

Useful Reviews (41%): A majority, constituting 41% of CEOs, reported that their annual reviews were useful. While this represents a significant portion, there is room for enhancement, as organizations strive to ensure that the evaluation process is not only beneficial but also tailored to the unique needs and challenges faced by CEOs.

Not Useful Reviews (15%): About 15% of CEOs expressed dissatisfaction, deeming their annual reviews not useful. This segment indicates a gap in the effectiveness of the evaluation process, urging boards to reassess their methodologies and criteria to better align with the expectations and objectives of top executives.

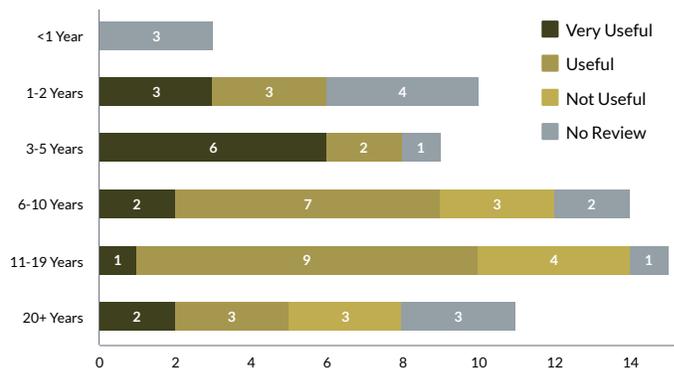
No Review Conducted (20%): A concerning statistic reveals that 20% of CEOs did not undergo an annual review. This lack of a formal evaluation process raises questions about the consistency and comprehensiveness of performance assessments. Boards could enhance their oversight to ensure every CEO benefits from a structured and meaningful feedback mechanism.

Usefulness of the CEO Annual Review



Legend: Very Useful (Dark Green), Useful (Light Green), Not Useful (Yellow), No Review (Pink)

By Length of Service



Q26: "How useful was your annual review from last year?"

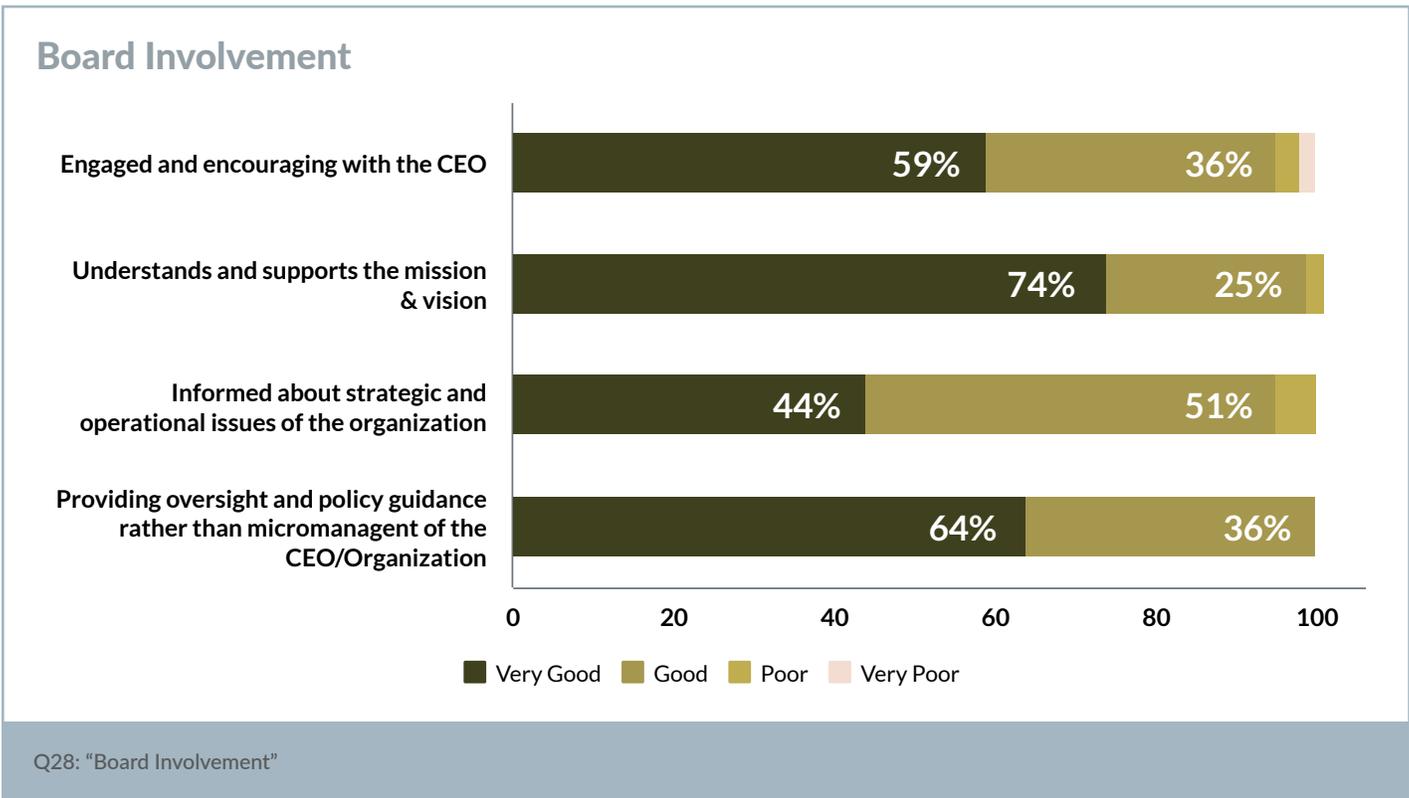
The data underscores the urgency for boards to improve CEO annual reviews. A troubling 35% of CEOs either find the reviews unhelpful or do not undergo this crucial process. Boards must address this gap by providing focused, consistent, and meaningful reviews to empower CEOs for continuous improvement and effective leadership. This requires a strategic and proactive approach to refine evaluation methodologies, aligning them with the evolving dynamics of executive leadership in today's ministry environment.

Additional Resources »



CEO Review Kit

Mission Nexus provides a CEO Review Kit to assist CEOs and Boards with performing annual reviews. The tool can be adapted for other leadership positions. <https://missionnexus.org/ceo-review-kit/>



Board Involvement and Meetings

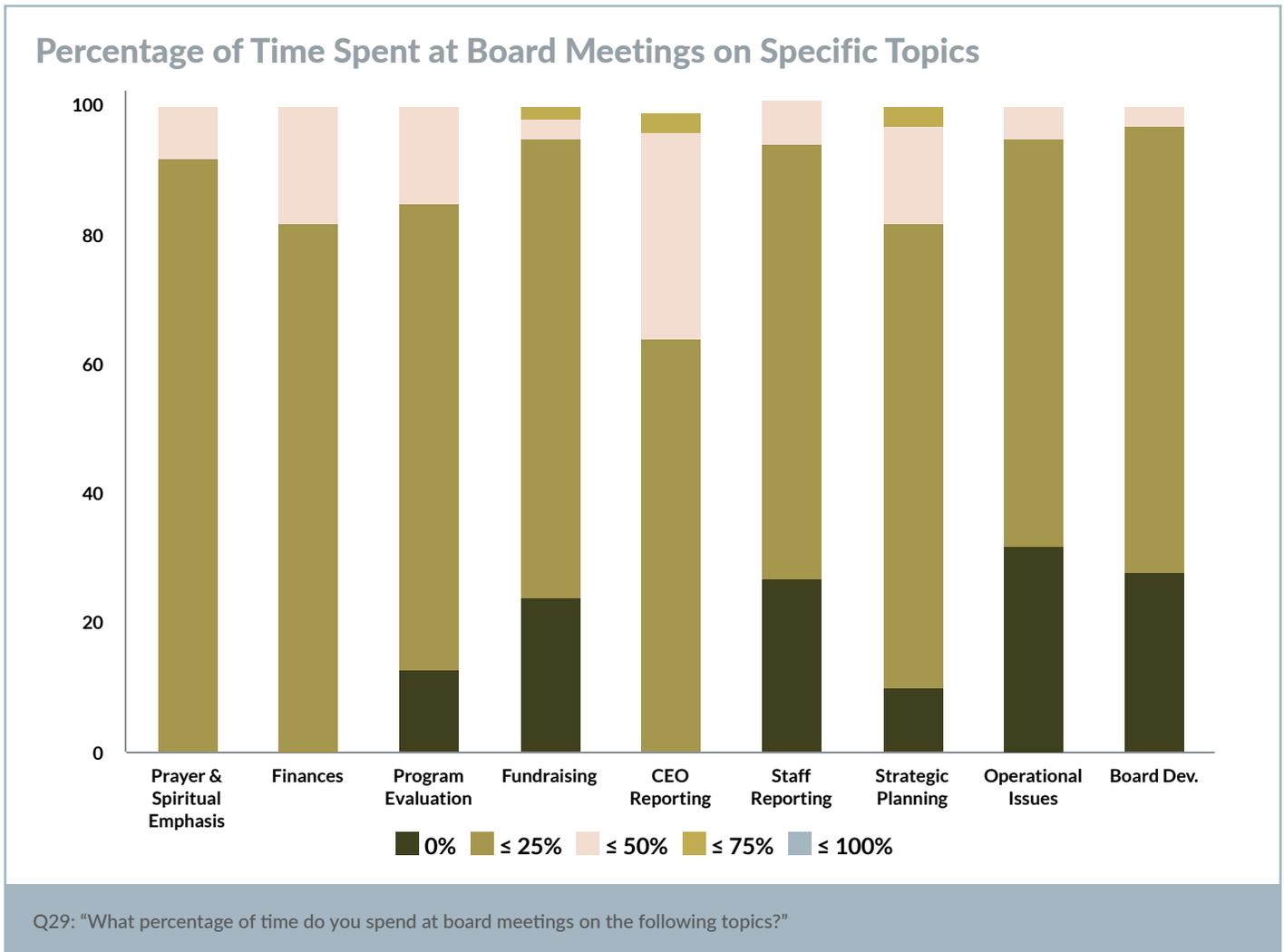
Adaptive processes don't require leadership with answers. It requires leadership that create structures that hold people together through the very conflictive, passionate, and sometimes awful process of addressing questions for which there aren't easy answers.

—Tod Bolsinger

Canoeing the Mountains: Christian Leadership in Uncharted Territory

The interaction between CEOs and their boards is a pivotal aspect of effective organizational leadership, and the data from 2023 offers valuable insights into this relationship. A substantial 59% of CEOs report that their boards actively engage with and personally encourage them, indicating a positive and supportive board-CEO dynamic that fosters a sense of value and motivation among leaders. Furthermore, an impressive 74% of CEOs highlight that their boards not only understand but actively support the mission and vision of the organization. This alignment is crucial, as it enables CEOs to make informed decisions and seek counsel that is in harmony with the overarching goals of the ministry.

While a majority of CEOs, comprising 44%, feel their boards have a very good handle on the strategic and operational issues of the organization, this suggests that there is room for improvement. CEOs may consider enhancing communication channels or providing additional resources to ensure boards have comprehensive insights into both strategic and day-to-day operational matters. Perhaps the most encouraging statistic is that 100% of CEOs reported that their boards excel in providing oversight and policy guidance without engaging in micromanagement. This reflects a healthy balance, allowing CEOs the autonomy to lead while benefiting from the strategic direction and guidance



provided by their boards.

In summary, these findings underscore the importance of a collaborative and supportive relationship between CEOs and their boards. While there are areas for potential improvement, the overwhelmingly positive feedback on board oversight and policy guidance highlights the effectiveness of boards in playing a crucial role in shaping the strategic direction of organizations without unduly encroaching on the day-to-day operations. The data suggests a foundation of trust and collaboration that bodes well for the future success and resilience of these organizations.

Optimizing Board Focus

Board meetings present a well-rounded focus on various essential topics, as reflected in the percentage of time allocated to each agenda item. Discussions encompass a range of subjects, including dedicated moments for prayer, financial matters, operational updates, and reports from the CEO and staff. However, the data suggests an opportunity for improvement in terms of allocating more time and attention to strategic planning and board development. Enhancing the focus on these critical areas could fortify the organization's long-term vision and ensure the ongoing development and effectiveness of the board itself. Striking a balance between immediate operational concerns and future-oriented strategic planning is vital for sustaining organizational growth and resilience.

Freedom in Visionary Governance

The Testimony of a Delighted Policy Governance Practitioner



Steve Coffey
President of Christar
Christar.org

Steve Coffey has served in various capacities of leadership in Christar since 2001. Previous to this, he and his wife were privileged to serve among the least-reached in Sudan and France.

“Consciously and consistently nurturing love for God is the most important part of the leader’s life.”

After being interviewed by the Board of Trustees as a candidate to become the President of Christar, I was asked: “Now, do you have any questions for us?”

I responded: “Yes, in fact I have two.”

The first question I had for the Board was: “Are you willing to receive training in Policy GovernanceSM?”

In one question I made some of the Board upset and others very happy. Before this I had been in a role where I was privileged to participate in the Board meetings. I had seen the Board spend much of their time ‘looking back’ over the past three months and evaluating if what had taken place was laudable or discouraged. Regardless of the evaluation of the activities, the amount of time given to ‘looking back’ was significant.

The shift to Policy Governance has transformed the Board’s work. Here are some reasons why:

Reporting has significantly increased compared the pre-PGSM era. This ensures the Board remains current on operational activities in recent months, freeing up valuable time to collectively focus on big picture issues influencing our direction and future.

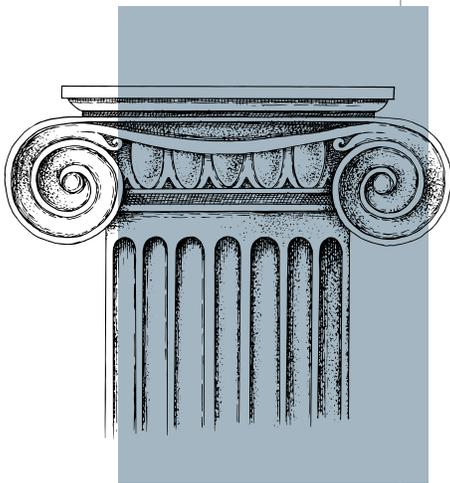
The Board’s forward-thinking orientation is channeled through the “annual learning agenda.” Each year, a chosen topic is studied to consider how it may inform or change our “Ends.” This process involves engaging subject experts, reading relevant materials, and consulting representatives of the organization’s “moral owners,” adding a valuable perspective.

Through its “Ends” policy and “Executive Limitations” (“Direct and Protect”), the Board has explicitly defined what holds significance. In the pre-PGSM era, I once told the Board Chair, “Because the Board has not defined what it desires to keep track of, I can write about whatever is on my mind and heart at the time of the meeting, with the exception of certain financial updates.” Ironically, the “Limitations” report has significantly enhanced the Board’s understanding of the organization’s operational responsibilities, leading to new and insightful questions.

Because the Board has defined what is “out of bounds” (Executive Limitations), I can act on opportunities in a timely manner, not needing to bring together a meeting of the Board to obtain permission.

Finally, because the Board has defined the desired outcomes, the limitations and how we work together, my annual evaluation is clearly defined. There are no surprises.

Paul Harvey used to tell “the rest of the story.” For us, even those who were not pleased with my question to the Board (during the interview) became advocates of this approach to governance. It should be noted that we have been blessed with a Board Chair who has fully engaged the system and led the Board to use it well! It has been a wonderful tool. ↗



Organizational Health Questions on Governance:

- Is the board evaluating the CEO's performance based on an agreed-upon strategic plan?
- Is the board well-informed about both strategic issues and the day-to-day operations of the organization?
- Is the board providing financial support and other contributions to the organization?
- Does the board follow a rotation plan, excluding staff and family members?
- Is the board focused on assisting and empowering the CEO rather than seeking managerial control?

3

TEAM & AGENCY

SECTION THREE







Kevin King
President/CEO International Project
internationalproject.org

Kevin King is the President and Founder of International Project, an organization focused on initiating church planting movements through diaspora unreached people groups in ethnic communities and on university campuses. Kevin oversees teams engaging the diaspora in cities in North America and internationally. Alongside their long-term teams, in 2010 Kevin launched the Equip program, which focuses on training cross-cultural church planters to start simple multiplying churches. Kevin and his wife live and minister in NYC.

“Every person has a POEM even if he doesn’t know he has one. It may not be written down but it is functioning in the background.”

What is your POEM?

Forming effective team dynamics through ministry clarity.

Two things that decrease attrition and increase effectiveness, is a written out ministry plan and philosophy of ministry. The Philosophy Of Effective Ministry or POEM is the foundational document that must be written before we form a team. While the ministry plan focuses on what you Do in ministry, the POEM focuses on how you Think about ministry. The ministry plan flows out of the POEM. If every team had a clearly written POEM, team satisfaction would increase and attrition would decrease significantly.

Every person has a POEM even if he doesn’t know he has one. It may not be written down but it is functioning in the background. Most don’t realize they have a POEM until it clashes with another person’s on the team and attrition likelihood increases. Many leaders and workers wrongly assume their teammates all have the same POEM and this leads to many struggles down the road as differences are revealed over time.

The best time to write a POEM is prior to team formation. The team founder can write her most significant ideas related to team and ministry and mobilize people to that POEM. Trying to develop a POEM with an existing team takes much longer and may cause break up or compromise to fully satisfying ministry. Existing teams without a POEM should still write it, its just better to have it at formation.

Within the biblical framework, there is no right or wrong POEM. It functions as a tool to mobilize likeminded people, a team compass, and serves to manage team member expectations. From an individual perspective, the purpose is to help the new worker find the right team. Having new missionaries do ministry, prior to joining a team, is valuable to help them develop ministry ideas. In our one year missionary training we guide participants in writing out their POEM toward the end of that ministry year in order to help them clarify their ministry thinking and find a team that is right for them. A new missionary should already know 15 to 20 important questions as they look for a team. Ideally, the individual could compare their written POEM to the team’s written POEM.

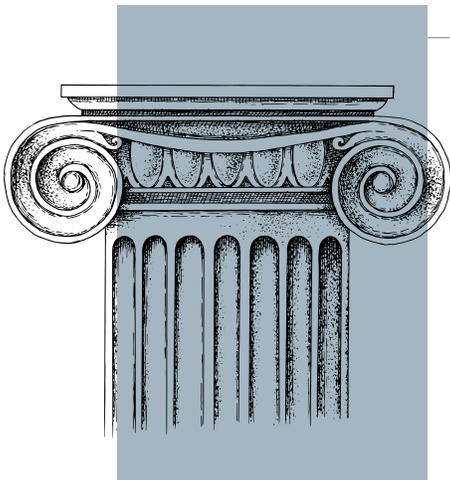
One example of something clarified in a POEM is Team Dynamics. Most new workers join a team thinking they are

joining a volleyball type team. They expect to be meeting daily to do ministry together in community. Sometimes they arrive to find out the team is more like a track team. Teammates live in different parts of the city, one doing hurdles, another pole vault and another running long distance. Both are legitimate teams but their dynamics are very different. If a person joins a team wanting a volleyball team and they find they actually joined a track team, the attrition possibility goes way up.

Missions leaders want to see team satisfaction increase and missionary attrition decrease. Having both individuals and teams write out their POEM is a good step toward seeing both. ↗

Clarify your vision and you will make better decisions about people, processes, finances, strategies, and customers.

—Gino Wickman,
Traction: Get a Grip on Your Business



Organizational Health Questions on Purpose:

- Have we clearly defined our statement of faith, and is it effectively communicated throughout the organization?
- Is our mission relevant, simple, unique, and easy to communicate?
- Are our Mission, Vision, and Values clear and understood by all members of the organization?
- Is there a demonstrable commitment to theological and missiological reflection within the organization?

Staff Effectiveness

CEOs are strategically focusing on organizational priorities to enhance staff effectiveness over the next 1-3 years. A significant 61% of CEOs identify creating a collaborative environment as their highest priority, recognizing the importance of fostering teamwork and allowing staff to actively contribute ideas and opinions on strategy and ministry. In the dynamic landscape of constant change and disruption, 60% emphasize the crucial role of articulating a clear purpose and mission, providing a foundational anchor for the organization.

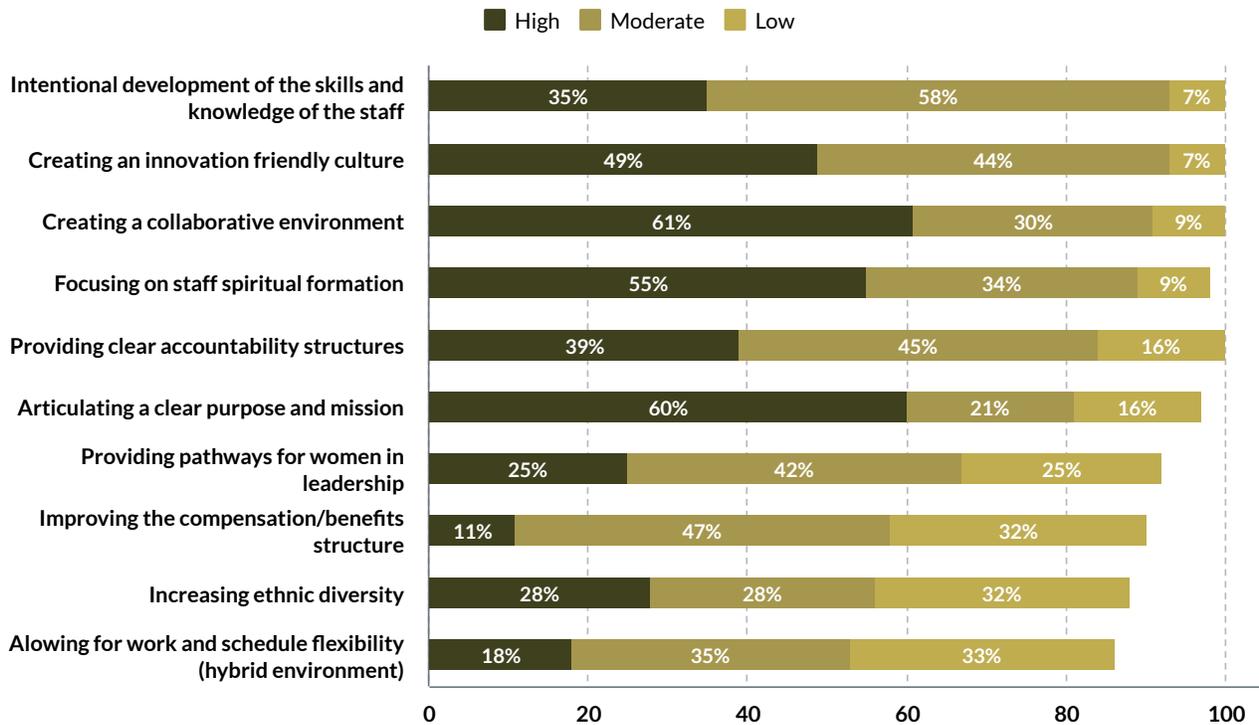
The ongoing development of staff's spiritual formation is also a top priority, acknowl-

edging that spiritual growth needs intentional guidance, even within a ministry environment. Notably, there is a continued emphasis on cultivating an innovation-friendly culture, despite a slight decrease in priority percentages from 2019. This reaffirms the enduring importance of staying innovative and adaptable in the pursuit of organizational goals.

Overall, these priorities underscore the commitment of CEOs to creating a collaborative, purpose-driven, spiritually grounded, and innovation-friendly culture, ensuring staff effectiveness in navigating the challenges of the evolving ministry landscape.

Organizational Priorities that will Contribute to Staff Effectiveness During the Next 1-3 years

Ranked by high and moderate scores combined



Q30: "Rate the level of these organizational priorities that will contribute to your staff's effectiveness during the next 1-3 years"



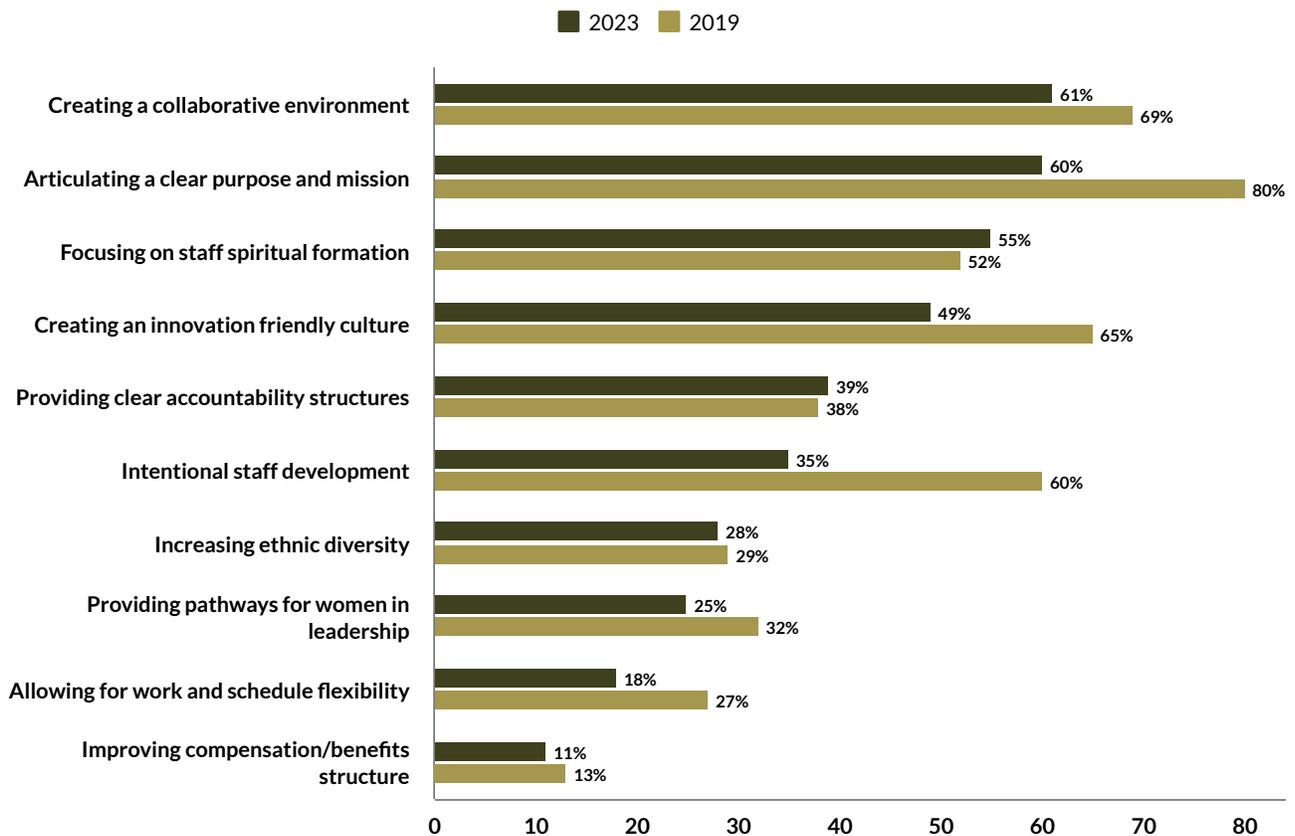
To stay calm is to be so aware of yourself that your response to the situation is not to the anxiety of the people around you but to the actual issue at hand.

—Tod Bolsinger

Canoeing the Mountains: Christian Leadership in Uncharted Territory

High Priority Organizational Priorities that will Contribute to Staff Effectiveness During the Next 1-3 years

Ranked by high and moderate scores combined



Q30: "Rate the level of these organizational priorities that will contribute to your staff's effectiveness during the next 1-3 years"

Collaborative Leadership

Potential of a team



Steve Richardson
President/CEO
Pioneers
pioneers.org

Steve Richardson was raised in Indonesia, where his parents took the gospel to a jungle tribe. The story is documented in his father's missionary classic *Peace Child*. Steve and his wife, Arlene, returned to Southeast Asia in 1986 to plant churches among a major Muslim unreached people group. Since 1999, Steve has served as President of Pioneers-USA. He is the author of the book *Is the Commission Still Great?* Pioneers is a growing international movement of approximately 340 teams which impact hundreds of unreached people groups worldwide.

I believe God has gifted every believer and designed us to function in community. That means any group of Christians is packed with possibility. A leader's primary job is to create the conditions by which this reservoir of Spirit-enabled human potential can be consistently released. We do this by establishing a shared vision, celebrating variety, creating synergy, believing in people and inviting critique.

Sharing vision. The collaborative team leader has a clear vision of the goal but discovers the route toward it together with his or her team. This requires thoughtful communication with the whole group as well as individuals. Leading collaboratively means discerning which decisions belong to you as the leader, and which are best made by others.

Celebrating variety. An important part of a leader's work is to weave the strands of the team's ministry together, both relationally and systemically. People enjoy applying their unique skills in the context of a broader strategic tapestry. Arlene and I saw the diverse giftings among the forty-five workers who joined our team in Indonesia as a significant asset. We developed a multi-faceted strategy that wove together media, the arts, community development, health, business training, evangelism and CP activities. That array of ministries had far more impact than any individual approach would have produced in isolation.

Creating synergy. Collaborative leadership is more about people than tasks, trust than policy, performance than status, character than credentials. The leader serves as an organizational or cultural architect, designing an environment where team members can grow and serve together. Collaborative leaders rejoice when others shine. Poor self-image threatens a leader's effectiveness and the health of the team.

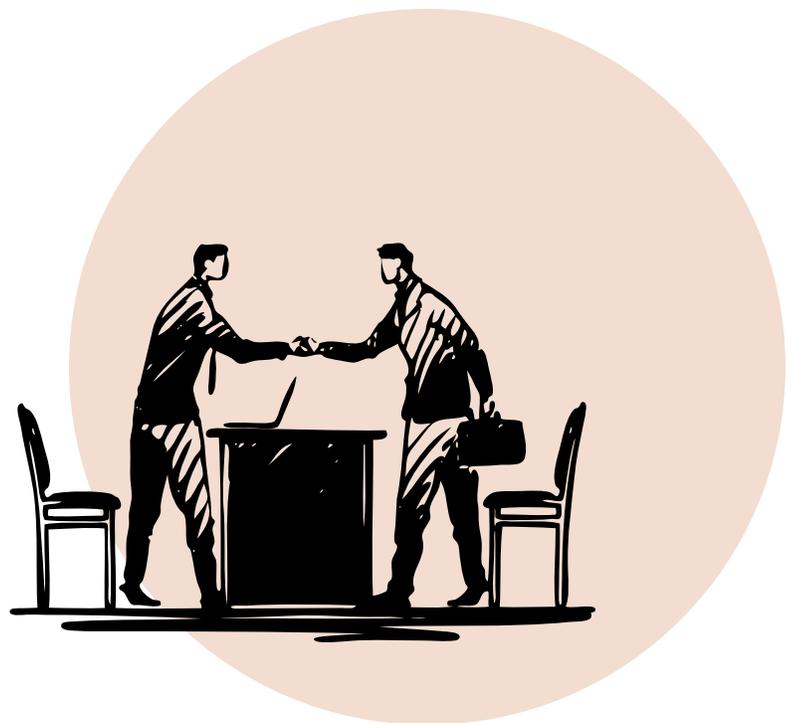
Believing in people. Believing in people means choosing to conduct the orchestra even if you are skilled at playing one of the instruments. It requires that we let go of some control and build a safe environment in which mistakes are viewed as learning opportunities. When you believe in your team, you can focus on strategic thinking and fruitful relationships and prayerfully evaluate opportunities rather than keeping busy with tasks that others are better positioned to

Creating synergy. Collaborative leadership is more about people than tasks, trust than policy, performance than status, character than credentials. The leader serves as an organizational or cultural architect, designing an environment where team members can grow and serve together. Collaborative leaders rejoice when others shine. Poor self-image threatens a leader's effectiveness and the health of the team.

handle. Our team members will thrive when they feel that we trust them and are excited about their contributions.

Inviting critique. Collaborative leaders must keep growing personally, earning and re-earning trust. Title or seniority won't suffice. One of my leadership axioms is WWJS — "What would Jethro say?" In Exodus 18, Moses was leading the only way he knew how, by sitting in the middle of the crowd and dispensing decisions. His father-in-law suggested a more workable strategy. Who is your Jethro? Are your teammates comfortable giving you honest feedback?

Leading collaboratively requires more skill and maturity than directive leadership. It can feel inefficient, but it's worth it. A well-functioning team makes a huge impact over time. Team members grow and take on increased responsibility. They learn to work together and solve complex problems. As leaders, we can celebrate the "compounding interest" as we invest in the people we serve and watch the Holy Spirit at work in and through them. ↗



Internal Forces

Anticipating the next three years, CEOs identify key internal issues that demand focused leadership to propel organizational development and mission advancement. Leadership maintains its paramount position, with 55% of CEOs asserting its significance in influencing internal issues. Personnel recruitment, church partnerships, and donor relations continue to hold their ground in the top five areas of impact, indicating their enduring importance in shaping organizational growth.

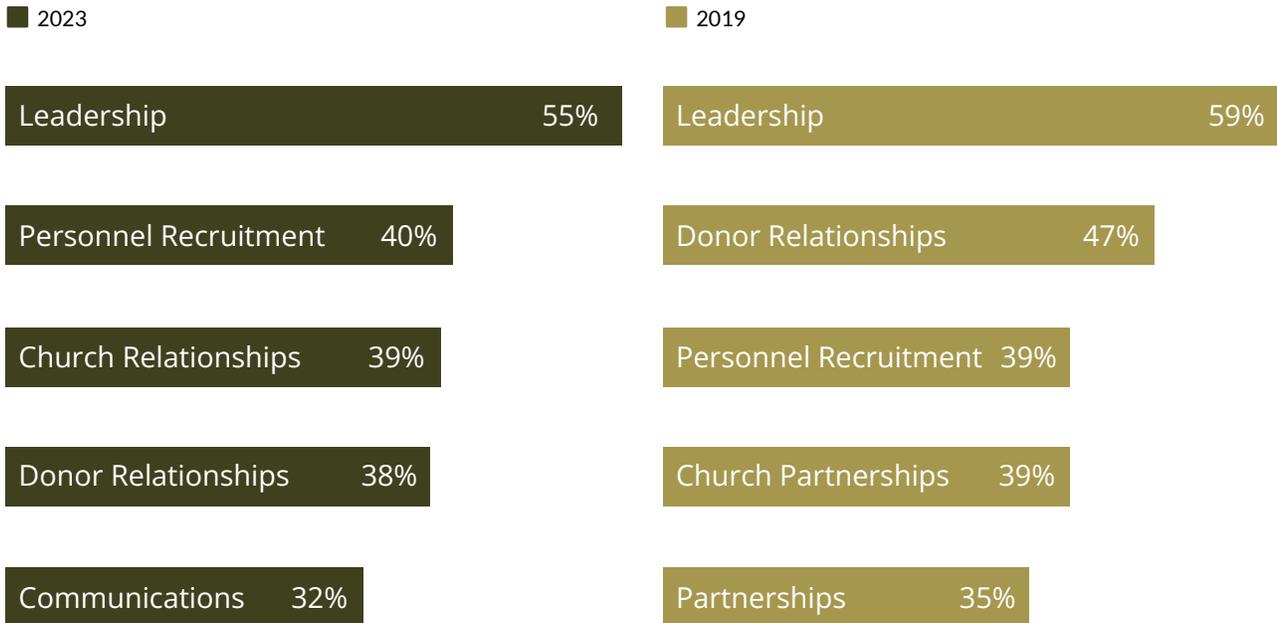
Notably, communications has emerged as a critical factor, rounding out the top five for 2023. In an era marked by diverse communication channels and varied preferences across age demographics, effective communication stands as a pivotal issue. Striking the right balance between digital and traditional methods is crucial, as a solely digital presence risks excluding older generations, while a print-only approach may miss engaging younger demographics. As organizations navigate this communication landscape, a balanced and engaging approach across multiple platforms becomes imperative for fostering connections and achieving mission goals. The concerted attention to these internal issues underscores the strategic focus needed to navigate the complexities of organizational development in the coming years.

Knowledge is knowing that a tomato is a fruit; wisdom is knowing not to put it in a fruit salad.

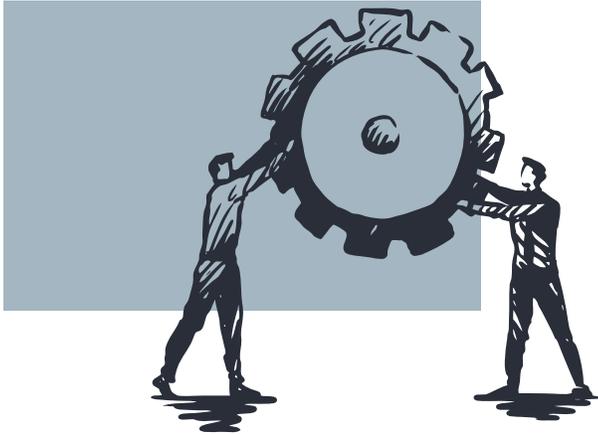
—Arthur C. Brooks

From Strength to Strength: Finding Success, Happiness, and Deep Purpose in the Second Half of Life

Top Five Internal Issues with Greatest Impact on Organizational Development in the Next Three Years



Q38: "Rate the level of impact the following internal issues will have on your organization's development over the next three years."

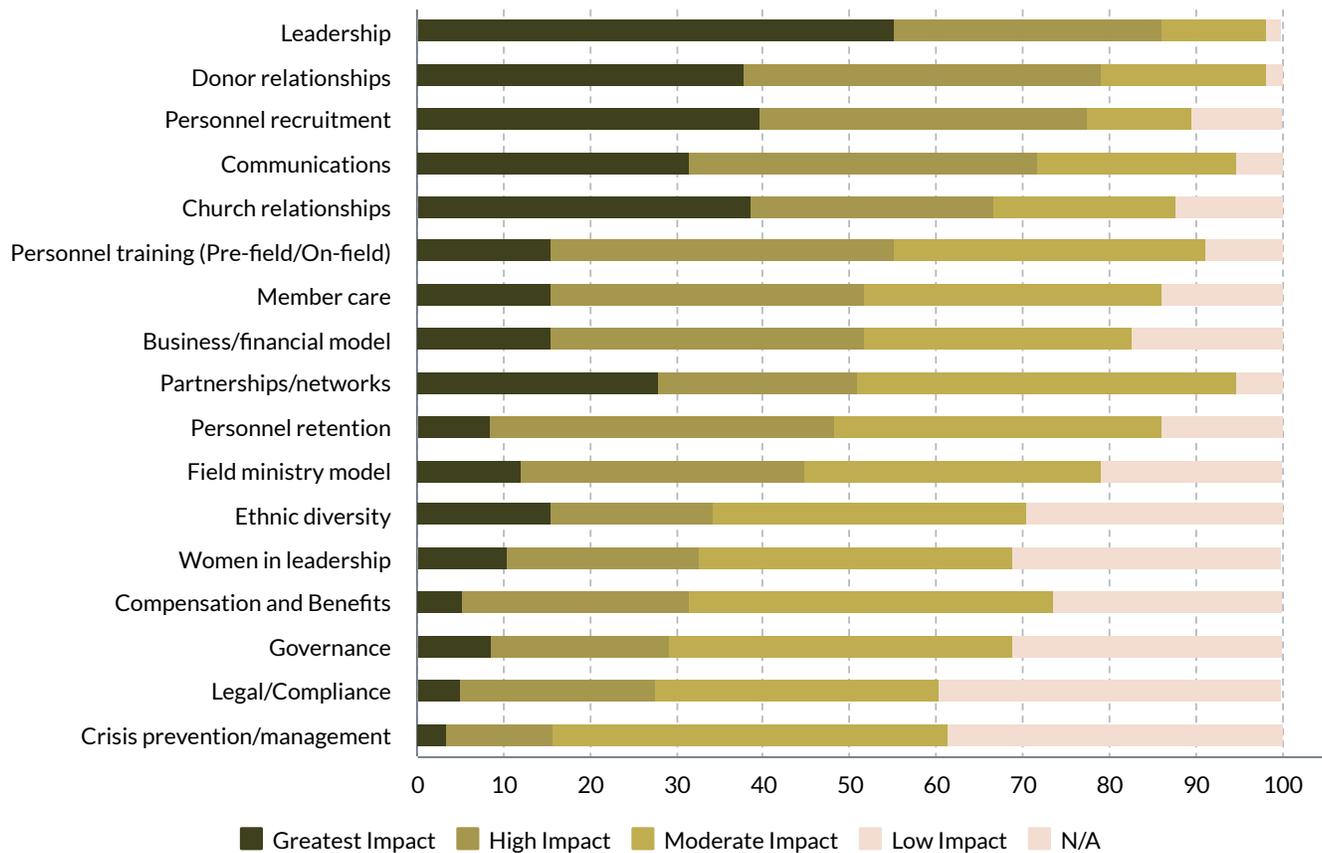


If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

—John Quincy Adams

Level of Impact all Internal Issues will have on the Organizations Development in the Next Three Years

Ranked by greatest and high impact score combined



Q38: "Rate the level of impact the following internal issues will have on your organization's development over the next three years."



Phil O'Day
President/CEO
Avant Ministries
avantministries.org

Phil O'Day is the President and CEO of Avant Ministries. A graduate of Moody Bible Institute and Columbia International University Seminary and School of Missions, he has served in cross-cultural ministry leadership for 31 years. Phil oversaw the 2019 merger of Camino Global (founded in 1890 as the Central American Mission) with Avant (founded in 1892 as the Gospel Missionary Union).

Transformational Change

Leading missional organizations through the chaos of accelerated change.

There are no shortage of articles, books, and consultants speaking into management of change in our organizations. But when it comes to the ministries we lead, it is important to step back and balance the barrage of corporate voices we hear, and the daily pressure we feel from change that is thrust upon us, with the context of a simple but glorious truth that provides reassuring empowerment. That is, that we serve a God who does not change but is all about change!

We have no choice but to lead through the swirling chaos of change, but we will be consumed by it if our starting point in response is not grounded in the firm foundation of an unchanging God. I am the Lord. I do not change (Malachi 3:6). As Christ followers, we lead from a platform of unshakable stability because He is the same yesterday, today and tomorrow. I love the wording of Hebrews 13:8 in *The Message*: Jesus doesn't change... he's always totally himself. Yet from the foundation of His absolute immutability, He is all about transformational change.

To transfer this truth into practical leadership of our organizations, we must seek wisdom to understand and interpret our changing times like the leaders of Issachar in 1 Chronicles.

Accepting Change

The new millennium ushered in unprecedented global change which only picked up pace over the following two decades. Then the 2020's started with one of the greatest change accelerators of our lifetimes. For a year or two, time seemed to stand still as the world "shut down," but in our post-pandemic world, change itself is changing faster than ever. It is not going to slow down anytime soon. Accelerating change is normative.

Embracing Change

When the 21st century was barely underway, Hans Finzel gave us the metaphor that Change is Like a Slinky. “It is noisy, and chaotic, uncontrollable once it begins its journey, and rarely lands where you predict.” But a slinky is also a super fun toy, one which you can grab and redirect if it gets stuck halfway down the stairs. You can’t fully control it, but you can influence what it does and where it goes, and experience joy while doing it. Finzel’s book is worth another read some 20 years after it was written.

Leading Change

In our organizations, the structures we build and the innovation initiatives we launch are super critical for success. But ultimately it is much more about the people we serve. Leading change does not go well in a vacuum. We must take time to listen, learn, unlearn, and relearn before we can ever hope to achieve positive outcomes through seasons of change. Listen. Reflect. Learn. Rinse and Repeat.

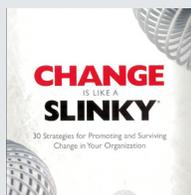
Glorifying God through Change

Do not be tempted to pursue change for change’s sake, and certainly not for personal credit, praise or glory. Rather, change for His Name’s sake! ↗

Not to us, O LORD, but to your name be the glory, because of your love and faithfulness.
(Psalm 115:1)



Additional
Resources »



Change is Like a Slinky

Hans Finzel provides 30 proven strategies for promoting and surviving change in your organization, exploring the six major phases in the cycle of change.
<https://amzn.to/42dBSi6>

Preparedness for Change

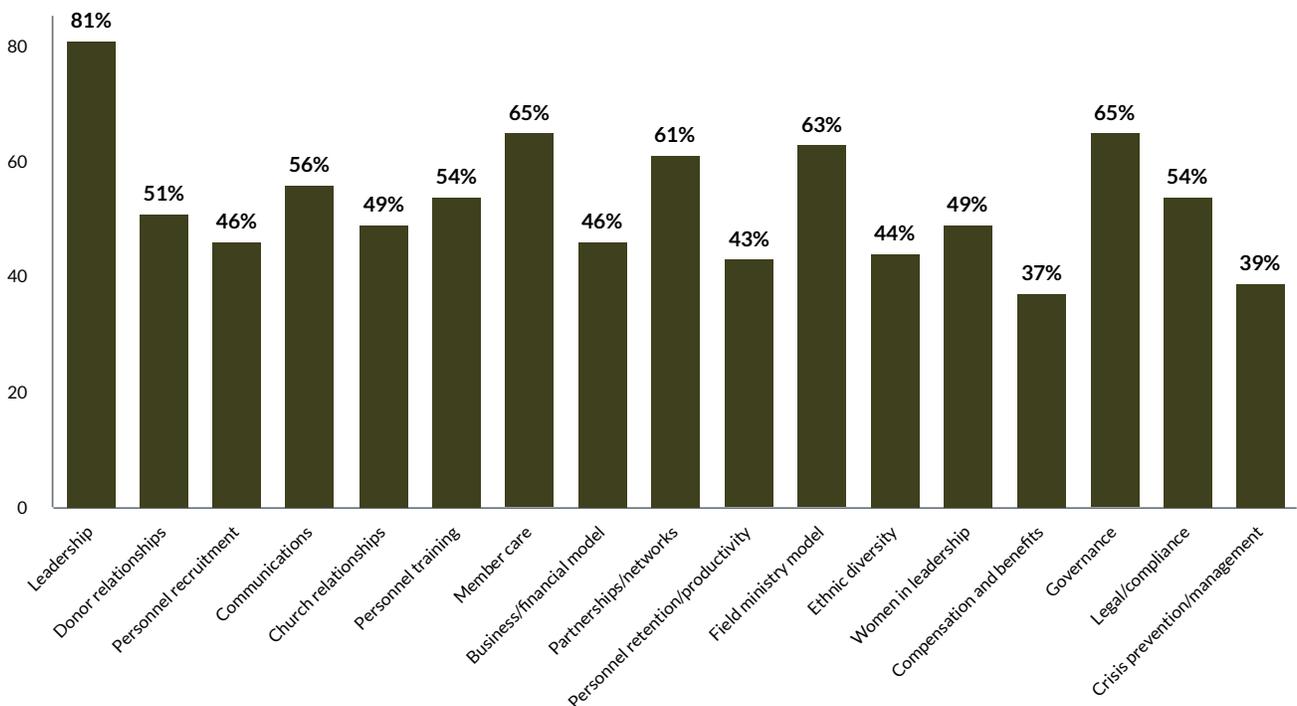
By failing to prepare, you are preparing to fail.

—Mark Twain

Organizations exhibit varying levels of preparedness for potential changes in different facets of their operations. A notable 81% express readiness for changes in leadership issues, indicating a strong foundation in navigating transitions at the top. However, areas such as compensation and benefits (37%) and crisis prevention and management (39%) reveal potential vulnerabilities that demand attention. The latter is particularly concerning in a globally volatile environment where robust crisis preparedness is vital.

In the realm of personnel training (65%), governance (65%), field ministry models (63%), and partnerships and networks (61%), organizations demonstrate a commendable level of preparedness, suggesting a proactive approach to adapting to evolving landscapes. Notably, 51% express

Percentage Organizations are Prepared for Potential Change



Q39: "How prepared is your organization for potential change in the following areas?"

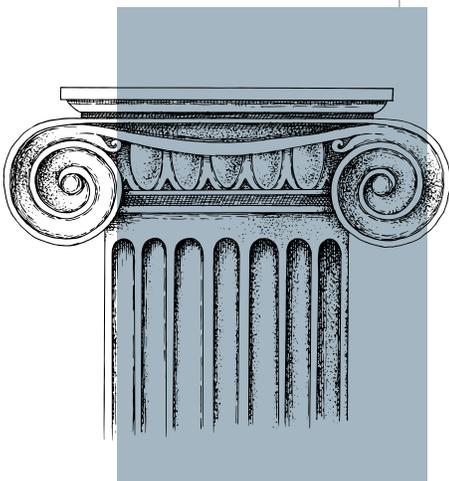
readiness for changes in donor relationships, recognizing the imperative of adjusting strategies to engage younger generations as demographic shifts occur.

Interestingly, the level of preparedness drops to 46% when it comes to changes in the business and financial model. This finding is intriguing when juxtaposed with the subsequent exploration of innovation, where 71% acknowledge an extreme to high need for innovation in the economic engine of mission agencies. This apparent misalignment underscores the challenge organizations face in aligning their financial strategies with the imperative for innovation.

In summary, while organizations demonstrate strength in certain areas of preparedness, there is a clear call for heightened attention to crisis management, compensation, and financial model adaptability. These insights provide a nuanced view of the organizational landscape, prompting a strategic reassessment to ensure robust readiness across all dimensions, especially in the face of dynamic global and demographic shifts.



81%
of CEOs affirmed
readiness for potential
changes in the area
of leadership



Organizational Health Questions on Change:

- How do you perceive the role of adaptability in the success of our ministry?
- What strategies do you employ to stay informed about industry trends and emerging shifts within the ministry landscape?
- How do you encourage a culture of innovation and adaptability among our team members within the ministry?
- What metrics or indicators do you use to assess our ministry's readiness for change?
- How do you balance the need for stability with the necessity of embracing change within our ministry?
- How do you foster open communication channels to gather feedback and ideas from members regarding potential changes within the ministry?
- What steps do you take to mitigate resistance to change within our ministry?
- How do you personally approach learning and development to ensure your own adaptability as a leader within the ministry?

Defending the Fortress

Leadership strategies in a changing spiritual landscape.



Telios Law

telioslaw.com

855-748-4201

tell@telioslaw.com

In 1955, Jim Elliot and Ed McCully were celebrated as martyrs in *Time* and *Life* magazine, having given their lives bringing the gospel to the uncontacted Huaorani people. 63 years later, times have changed. After having made a similar sacrifice trying to reach the Sentinelese, John Chau was pilloried in nearly every major news outlet. Finishing the Great Commission is beyond unpopular. The Enemy of man has become desperate, and he's pulling out all the stops. If you are fighting, then you are likely also bleeding.

At Telios Law PLLC, we are seeing unprecedented spiritual attacks on ministries, Christian schools, churches, and families. More and more, mission leaders find themselves directing their efforts from a crumbling fortress, surrounded by a hostile culture. Their enemy isn't just at the front line. He's at the door and often inside the house. Leadership is facing a spiritual enemy on three fronts.

The first front is the obvious one. It's the gates of hell, where the spiritual forces of darkness have been entrenched for generations. We are at the final beachhead for preaching to every nation. In that space, the enemy's tactics feel familiar. The challenges are creative entry and contextual messaging to form indigenous communities. For leaders, it's Missions 101.

The second front is less familiar. It's in the culture surrounding us, where we draw support and find recruits. Attracting both is getting harder. Compromising traditional moral standards is tempting when "cancel culture" is opposed to even moderately conservative religious beliefs. The Southern Poverty Law Center calls Biblical moral standards

"hateful." Interest groups and government agencies want to force accommodation or shut us down. Fortunately, legacy Constitutional protections exist, and donations to religious freedom causes remain strong. For this front, leaders need to ensure that incorporating and governing documents rely on Constitutional freedoms.

The third front is inside. Mission sending agency walls are porous. The young are indoctrinated into new norms and moral standards, which then enter the organization through recruitment—along with the hurt and trauma many young people experience. Spiritual formation isn't what it used to be. Leadership must give greater attention to mentoring and healing new recruits, and also to legal and personnel protections. Procedures, policies, and training—not just on child safety, but also harassment, discrimination, and abuse prevention—must be integrated with spiritual and Scriptural positions. Any allegation of misconduct must be treated seriously and, when advisable, investigated. Proper response is also a witness to the culture.

Building a Godly workplace culture that protects its members with good policy, training, and response helps leaders overcome internal challenges and equips people to go and bring the gospel. Equipping people to be spiritually mature messengers takes intentional effort. Taking the last beachhead means preparing people who can envision new ways to deliver the gospel to indigenous communities—and keeping them healthy. With proper member care, policies, training and response, we can present Christ both at home and the ends of the earth. ↗



Member Care and Policies



Training



Response



TeliosLaw.com

855-748-4201
tell@telioslaw.com



69%
of CEOs highly rated the role of local church relations and social/cultural values as external forces impacting their organizations in the next 1–3 years

The winds of change are upon us, howling loud and strong. Some will bend and break beneath their blow, while others will rise to meet the storm and dance upon the wings of the gale.

—Robert F. Kennedy

External Forces

Over the next three years, mission organizations are poised to grapple with a range of external issues that will significantly shape their development and effectiveness. Foremost among these concerns is the shifting landscape of social and cultural values, identified by a substantial 69% of CEOs as the most impactful factor. This transformation has far-reaching implications, influencing not only the execution of missions but also the recruitment of new cross-cultural ministry workers. As societal values evolve, mission agencies must adapt their approaches and consider additional discipleship and educational components in recruitment and mobilization efforts.

Closely aligned with the changing social and cultural values is the critical role of local church relations, also highlighted by 69% of CEOs. Recognizing the dynamic relationship between the church and mission agencies, it becomes imperative for organizations to navigate evolving church emphases and address the growing deconstruction of faith, emphasizing the work of the Great Commission.

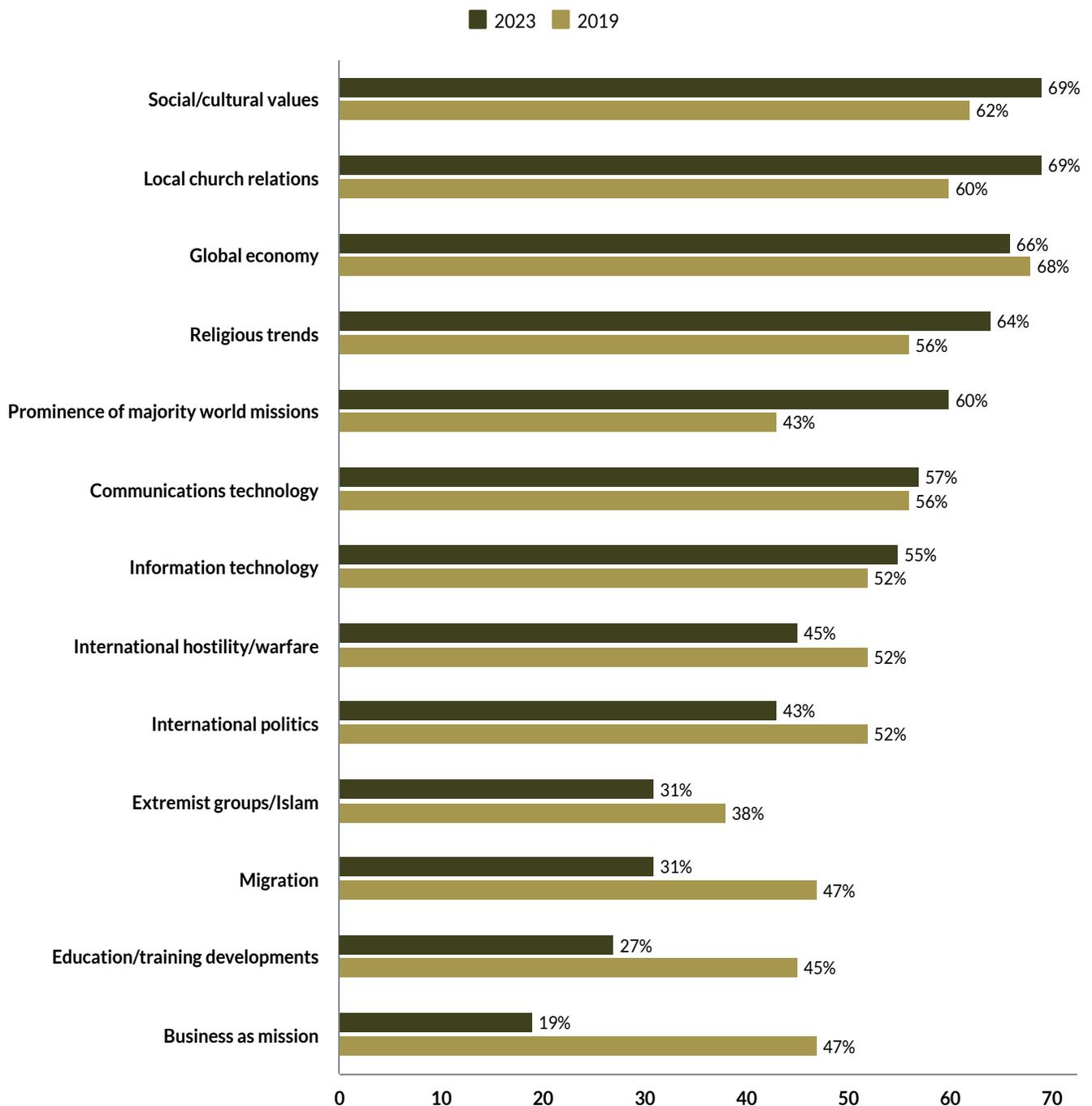
Global economic issues emerge as a significant concern for 66% of CEOs, followed closely by changing religious trends at 64%. The deepening divides globally between religious groups, governments, and social sectors pose challenges for effective gospel proclamation. Additionally, 60% of CEOs emphasize the increasing prominence of majority world missions, highlighting the need for North American churches to pay attention and adapt their strategies in partnership with the global church.

Two interconnected factors, communications (57%) and information technology changes (55%), underscore the dual nature of technological advancements in global mission work. While new technology enables communication into even “closed” countries through online evangelism tools, it also exposes workers to increased surveillance by foreign governments, creating greater scrutiny on expatriate workers and church planting efforts in regions traditionally more resistant to the advancement of the Gospel.

In summary, the external issues shaping mission organizations over the next three years encompass changing social and cultural values, local church relations, global economic challenges, evolving religious trends, the rise of majority world missions, and the transformative impacts of communications and information technology. Adaptability and strategic foresight will be pivotal for mission agencies as they navigate these dynamic and complex external factors.

Level of Impact all External Issues Will Have on the Organizations Development in the Next Three Years

Ranked with greatest and high impact score combined



Q43: "Rate the level of impact the following external forces will have on your organization over the next 1-3 years"



Joe Handley, PhD
President/CEO
A3
A3leaders.org

Joseph Handley, Ph.d. (Fuller Seminary) is the president/CEO of A3. He serves as a Global Catalyst for Leadership with the Lausanne Movement and as Affiliated Faculty of Mission and Theology at Fuller Theological Seminary.

Navigating the Seas of Change

Learning from changing paradigms and internationalization today.

In 2003 Samuel Escobar wrote about global mission as being from everywhere to everyone (Escobar, *The New Global Mission*). Well over a decade later, Allen Yeh while assessing the centenary celebrations from Edinburgh 1910, reframed the idea as from everyone to everywhere. (Yeh, *Polycentric Missiology*). Today, global mission reflects these realities as well as the insights from Jay Matenga on Indigenous Mission (Matenga, *Centring the Local*).

Increasingly the importance of globalizing, internationalizing, and indigenizing are paramount for leaders in mission. While our world is polarizing on many levels and tribalism is clearly on the rise, nevertheless, our world becomes smaller all the time. Whether it's the impact of significant migration and the vitality of Diaspora Missiology or the rising impact of Digital Missions, we as mission leaders must prepare ourselves and ready our networks, movements and organizations for this era of the Gospel's growth.

It was these changing paradigms, along with an increasing dissatisfaction with the way mission leadership functioned, that led me to search for a new way of leading. My thesis on Polycentric Mission Leadership unveiled a new theoretical model that had validity in leadership theory but still deserves further testing (Handley, *Polycentric Mission Leadership*). For those interested in exploring the theory further or even submitting their own case studies see Polycentric Leadership.

More importantly than the theories, for those of us navigating the sea changes and tidal waves that keep rising, we should have a keen eye on what we can learn from leading movements. Mission movement missiology and leadership systems and approaches can help us navigate the future. These ideas present us concepts that help move the needle when it comes to internationalization today (Handley, *Leading Mission Movements*). For those wanting to go deeper, more expansive treatment is found in Global Missiology (Handley, *Polycentric Leadership for Kingdom Movements, Parts I & II*).

Central to the theory and leadership model is what Ted Esler addresses as a key topic that will dominate the mission

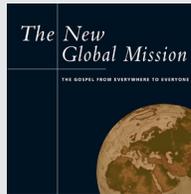
Additional Resources »

discussion for the next 10 years: mutuality (Esler, *The Next Ten Years*). While Ted rightly observes how some of the dialog around that issue can be problematic, still from a redemptive biblical thread, the idea of considering others more highly than oneself (see Philipians 2:3 as well as Romans 12:3 and Proverbs 3:7).

Along this vein, we practice a more communal way of leading, ensuring to listen to others and platform their voices (see for example, Becchetti, *Eastern Voices*). Ultimately, in order to better move toward a more internationalist network or organization, empowering the local and the indigenous so that each country and region as well as each person, is able to shape decisions and discern the direction based on local wisdom and approaches.

At the same time, what holds everyone together? This is where Paul Hiebert's idea about Centered Sets comes into play (Corwin, *Bounded and Centered Sets*). As long as each regional and national leadership owns the core vision, mission and values, how they choose to lead on a local level is completely up to them. They have full freedom to be missional entrepreneurs within their cultural contexts and the glue that holds them all together is the idea of a centered set of the core mission that God has called them all to fulfill. ↗

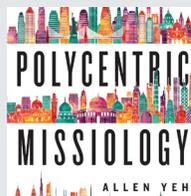
If you have questions, feel free to contact Joe: jhandley@A3.email.



The New Global Mission

Veteran missiologist Samuel Escobar presents an introduction to Christian mission today, exploring the new realities of our globalized world.

<https://amzn.to/3U7ANqa>



Polycentric Missiology

Missiologist Allen Yeh assesses the legacy of Edinburgh 1910 and the development of world Christianity in the following century.

<https://amzn.to/429OQNX>



The Indigenous Future of Missions

In "Centring the Local," Jay Matenga calls on the global missions community to prioritize the local, the host recipients of the gospel.

<https://youtu.be/7f3qHQcLIPU>



Diaspora Missiology

In this interview, Enoch Wan introduces the concept of diaspora missiology – God's mission of reconciliation among people outside of their place of origin.

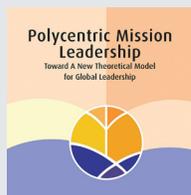
<https://www.jdpayne.org/diaspora-missiology/>



What Is Digital Missions?

This article is about digital missions, Indigitous global leaders Liam Savage and Russ Martin show how to bring the Gospel to new places and spaces.

<https://indigitous.org/article/what-is-digital-missions>



Polycentric Mission Leadership

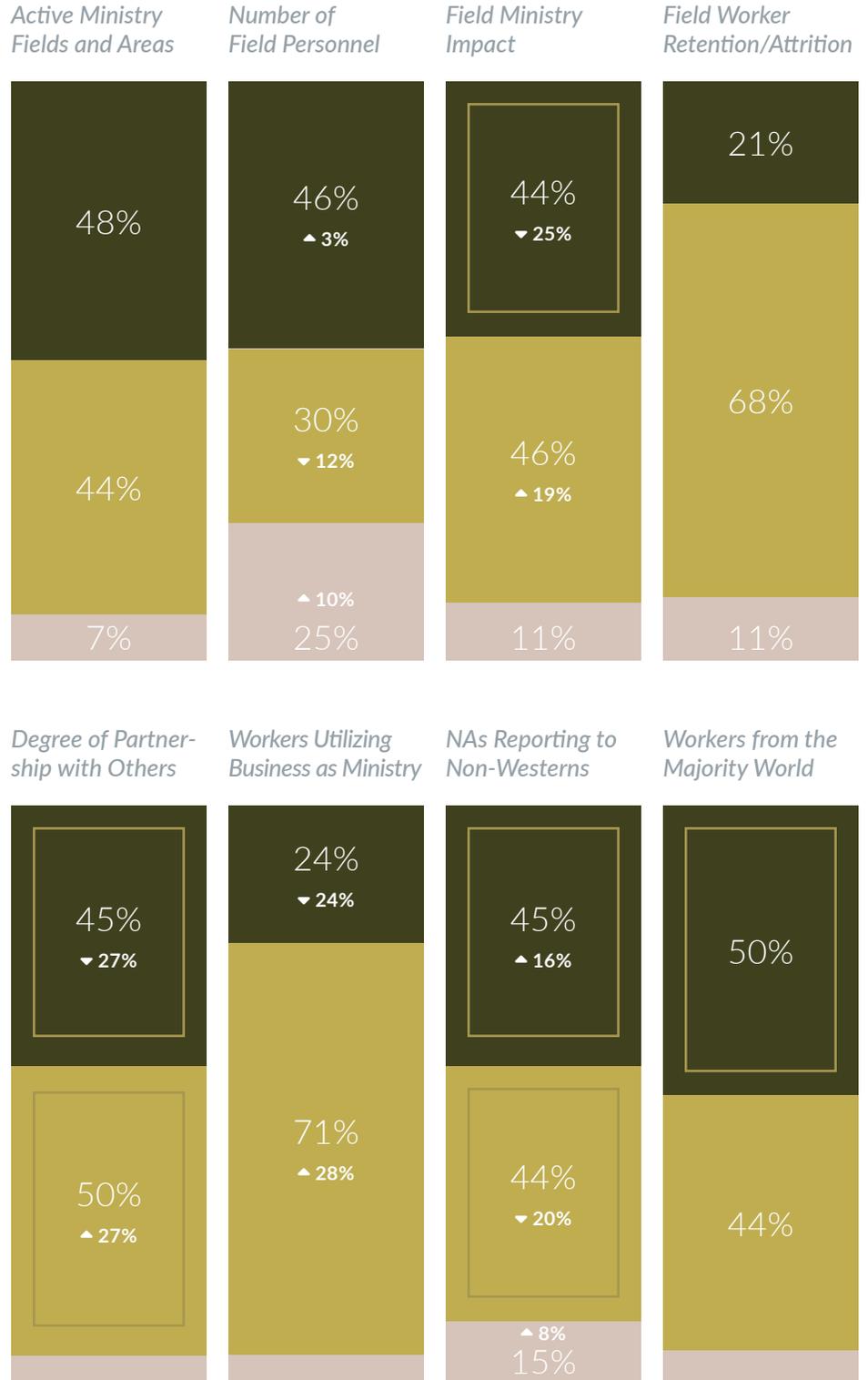
Joe Handley focuses on the ways leadership is changing in the face of these matters, suggesting a new theoretical model for mission leadership.

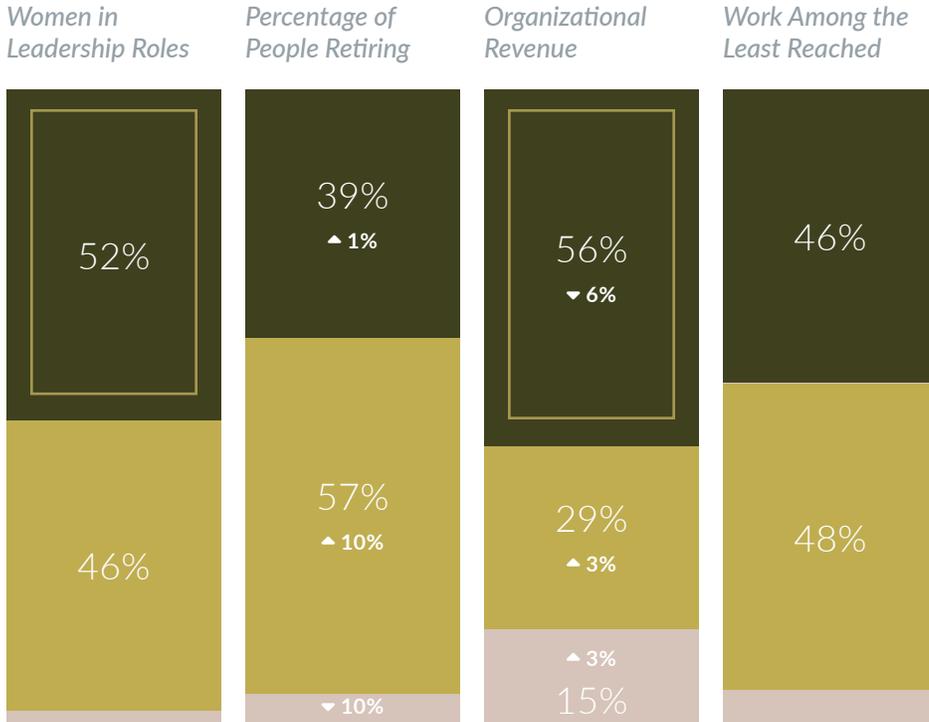
<https://amzn.to/3vPzCS4>

How Much Has Changed In 3 Years?

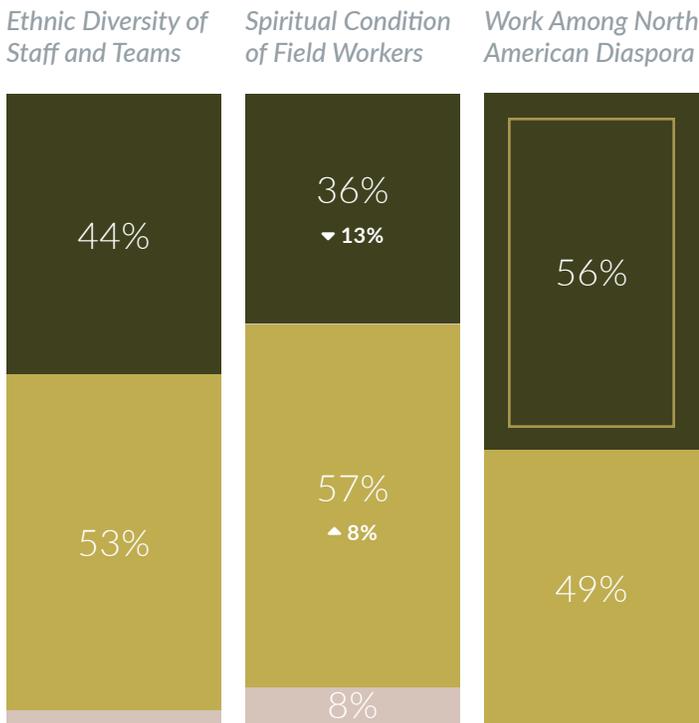
Over the past three years, mission agency ministry overseas has undergone transformative changes, marked by significant increases in organizational revenue, greater representation of women in leadership roles, and intensified outreach efforts among North American diaspora communities. The surge in financial support reflects a growing commitment from donors, enabling agencies to expand their global outreach. Simultaneously, there has been a notable shift towards gender diversity and empowerment within leadership structures. Additionally, agencies have strategically focused on engaging and serving diaspora populations inside of North America. These developments, coupled with collaborative partnerships with local churches and international organizations, underscore a renewed commitment to advancing global missions and catalyzing transformational change worldwide.

25%
fewer CEOs than in 2016 indicated that there was more change in their field ministry impact





56%
of CEOs see more change in their work among North American diaspora

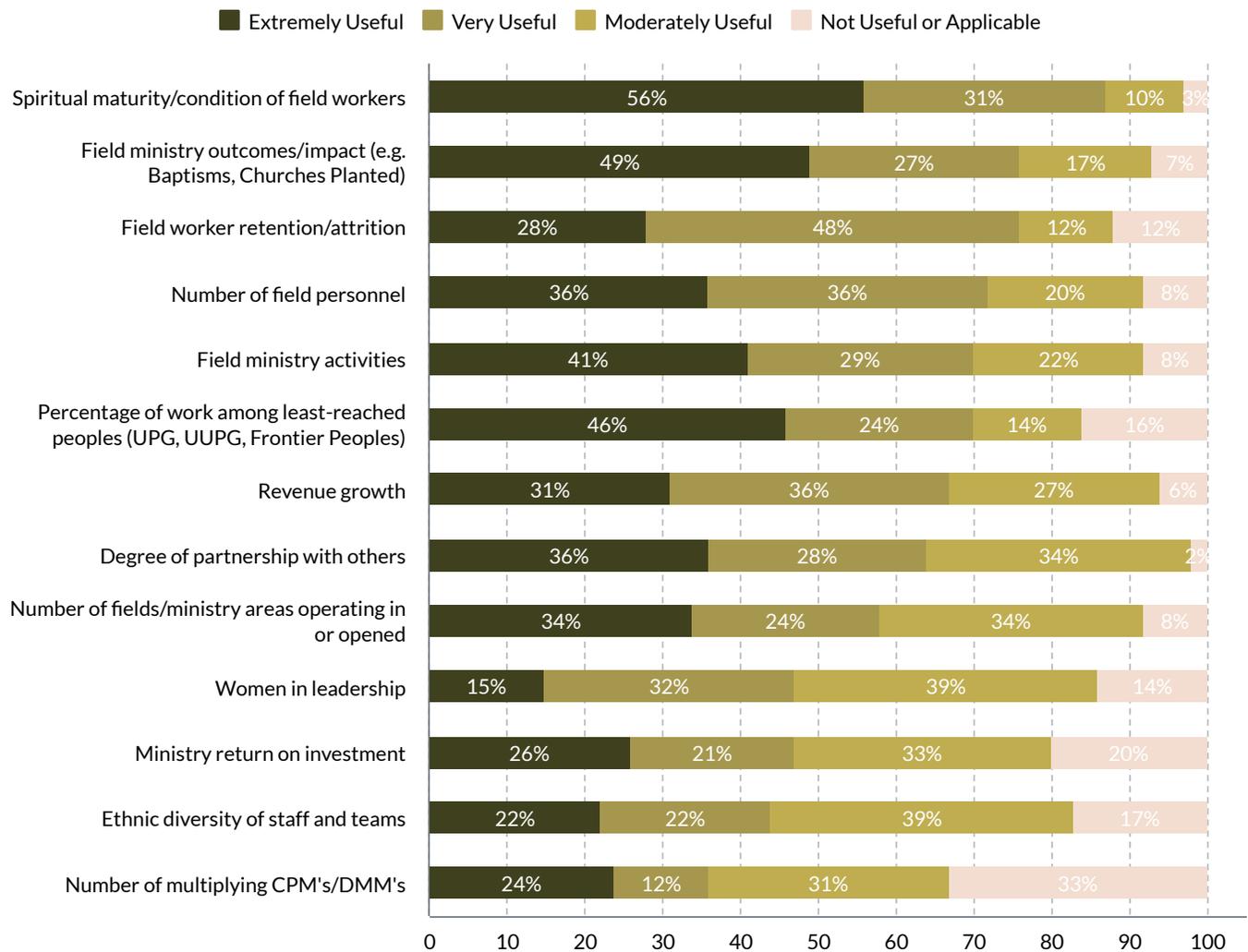


Degree of Change

- More
- About the Same
- Less
- Noteworthy Change
- Change from 2019

Useful Markers of Organizational Progress

Ranked with greatest and moderate score combined



Q32: "How useful would you consider the following as markers of your organization's progress?"

Effective Markers

In this survey, mission agency CEOs shared their perspectives on markers for organizational progress. Their perspectives revealed valuable insights into key areas that contribute to the success and impact of their missions. The data highlights the significance of various factors that play a crucial role in assessing the effectiveness and spiritual vibrancy of the organization.

1. Spiritual Maturity/Condition of Field Workers (86%):

The overwhelming consensus among CEOs is that the spiritual maturity and condition of their field workers are paramount. This metric reflects a commitment to cultivating a spiritually grounded and resilient team capable of navigating the challenges inherent in mission work.

2. Field Ministry Outcomes/Impact (76%):

Measuring the impact of field ministry remains a high priority, with a focus on tangible outcomes such as baptisms and churches planted. This emphasis underscores the agency's dedication to making a lasting and transformative difference in the communities they serve.

3. Field Worker Retention/Attrition (76%):

Maintaining a stable and committed field workforce is a priority, as reflected in the high percentage given to tracking field worker retention and attrition rates.

4. Number of Field Personnel (71%):

The size and composition of the field personnel are significant markers, reflecting the organization's ability to mobilize and sustain a dedicated workforce engaged in mission activities.

5. Percentage of Work Among Least-Reached Peoples (69%):

A strong emphasis on reaching the least-reached peoples is evident, emphasizing the agency's commitment to fulfilling the Great Commission. This marker reflects a dedication to spreading the message of hope and redemption to those who have had limited exposure to the Christian faith.

6. Field Ministry Activities (69%):

The diversity and effectiveness of field ministry activities are considered essential markers for organizational progress. This includes a focus on the strategic planning and execution of mission activities that align with the agency's overarching goals.





7. Revenue Growth (66%):

While not the sole focus, financial sustainability remains a key consideration. CEOs recognize the importance of revenue growth to support and expand mission activities effectively.

8. Degree of Partnership with Others (64%):

Collaboration and partnership are recognized as vital components of organizational success. The CEOs emphasize the importance of working in tandem with other organizations and entities to maximize impact and resources.

9. Number of Fields/Ministry Areas Operating In or Opened (58%):

Expanding into new fields and ministry areas is a key marker, highlighting the agency's commitment to broadening its reach and impact on a global scale.

10. Ministry Return on Investment (47%):

Efficiency and effectiveness in resource allocation are measured through the return on investment in mission activities. This marker underscores the importance of stewardship and accountability.

11. Women in Leadership (47%):

The representation of women in leadership roles is acknowledged as an important aspect of organizational progress, reflecting a commitment to gender equality and diverse perspectives.

12. Ethnic Diversity of Staff and Teams (44%):

Diversity, particularly in terms of ethnicity, is recognized as contributing to a richer and more effective mission strategy. This marker reflects a commitment to inclusive and culturally sensitive approaches.

13. Number of Multiplying CPMs/DMMs (36%):

The establishment and growth of multiplying Church Planting Movements (CPMs) and Disciple Making Movements (DMMs) are considered indicative of successful mission strategies and long-term impact.

In summary, the CEO perspectives underscore a holistic approach to evaluating organizational progress, with a strong emphasis on spiritual vitality, mission impact, strategic partnerships, and responsible stewardship of resources. These markers collectively contribute to the fulfillment of the mission agency's overarching goals and vision.

Trust is vital for change leadership. Without trust there is no "travel." When trust is lost, the journey is over.

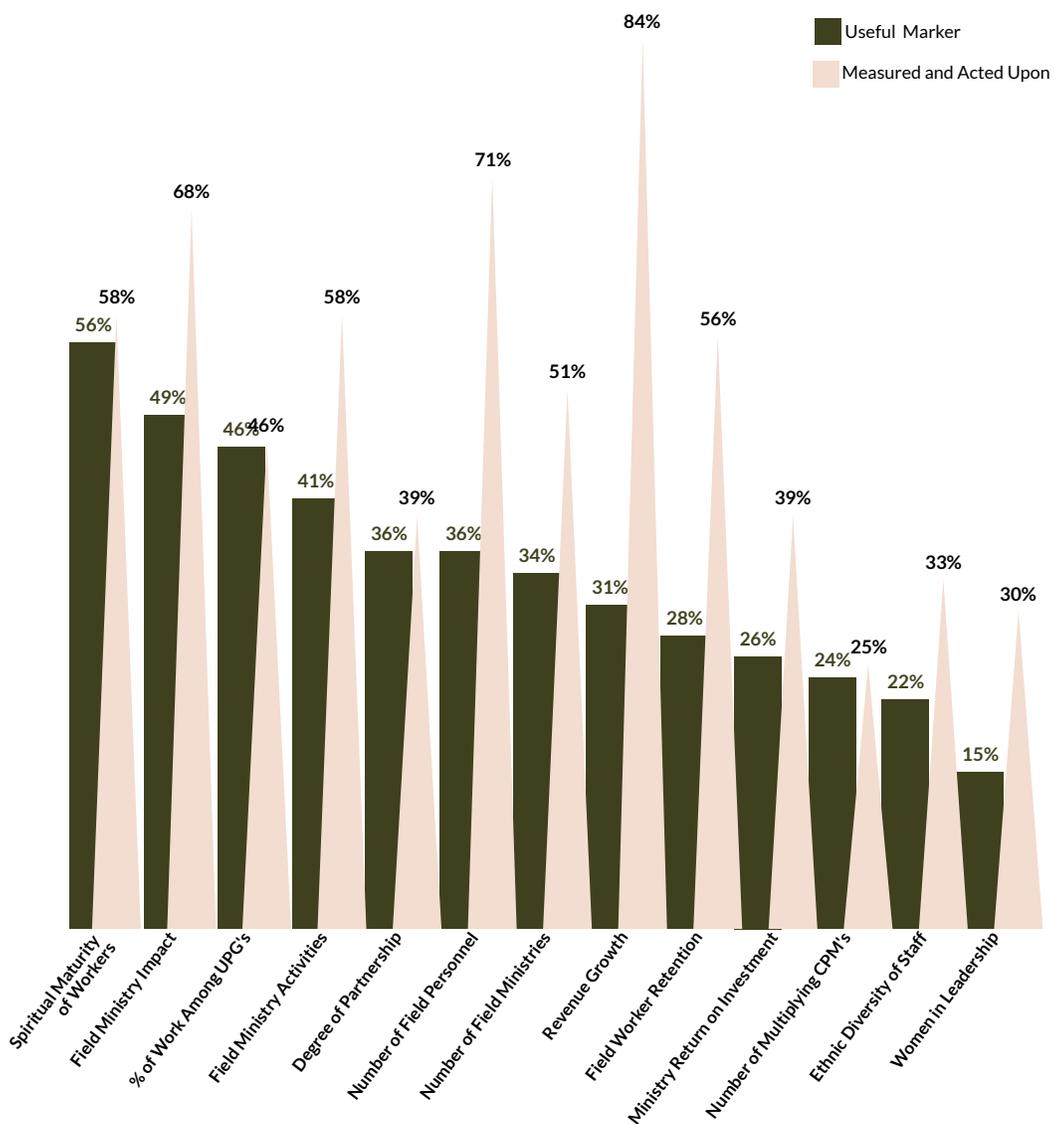
—Tod Bolsinger

Canoeing the Mountains: Christian Leadership in Uncharted Territory

Key Markers

The disjunction between identified valuable markers and those effectively measured and acted upon reveals a significant disparity in what Christian mission agencies value versus what they prioritize in their operational strategies. Among the markers considered most crucial, the spiritual maturity of field workers

Useful Markers vs. Markers Measured and Acted On



Q32: "How useful would you consider the following as markers of your organization's progress?"

Q33: "And, to what degree does your organization measure and act upon these markers?"

emerges as the highest priority, valued by a resounding 58% of organizations. However, only a modest 58% of these organizations actively measure and act on this information.

Recognizing spiritual maturity as a challenging variable to quantify, it remains an undeniable truth that thriving teams spiritually are better equipped to navigate and flourish amid the challenges of ministry. This incongruity underscores the need for a more concerted effort in developing methods to tangibly assess and promote spiritual well-being within mission organizations.

On the flip side, the marker of revenue growth, while valued by only 31% of organizations, is rigorously measured and acted upon by a striking 84% of them. This dichotomy is understandable, considering the ease of tracking financial data and the inherent pressure from boards and donors to provide tangible evidence of fiscal growth and sustainability.

Markers such as field ministry

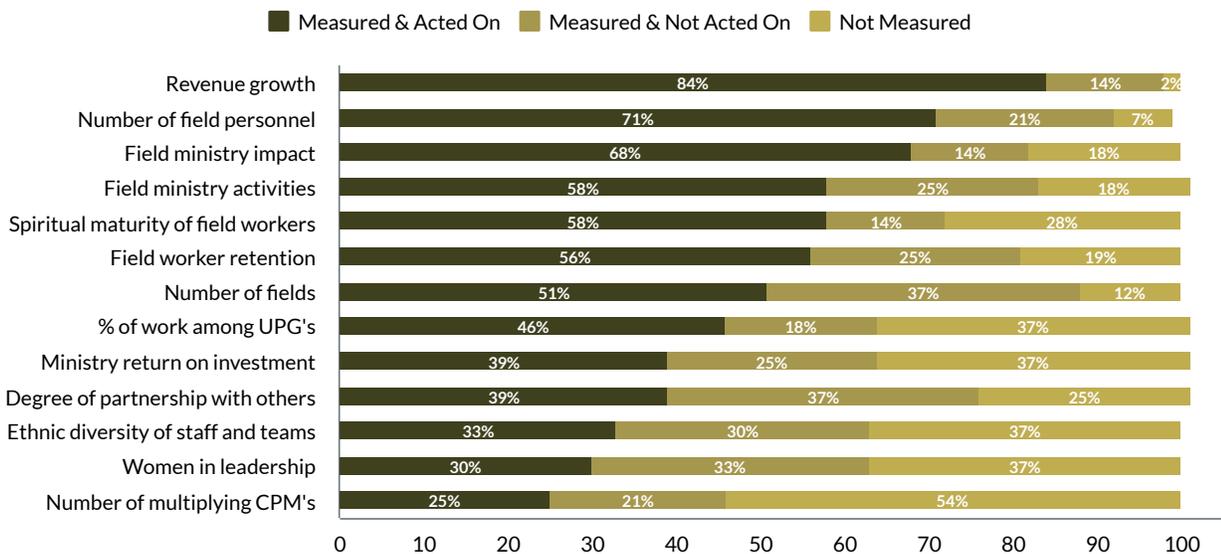
impact (68%), field ministry activities (58%), number of field personnel (71%), and field worker retention (56%) are all accorded high value and are actively measured and acted upon by a majority of organizations. These markers, being comparatively easier to quantify, offer insights into organizational health but may not comprehensively reflect the direct impact on unreached peoples.

In light of these findings, it becomes imperative for mission agencies to adopt a dual approach, incorporating both qualitative and quantitative methods for data collection. This holistic approach ensures a more comprehensive understanding of ministry activities and outcomes, enabling leadership to make informed, actionable decisions. Striking a balance between tracking easily measurable markers and delving into the nuanced realms of spiritual development and direct ministry impact is essential for mission agencies seeking a more accurate and actionable depiction of their organizational landscape.

Could it be, in your leadership community, that there are signs that the glory of achievement has begun to replace the glory of God as the most powerful motivator in the hearts of your leaders and of the way leadership plans, assesses, and does its work?

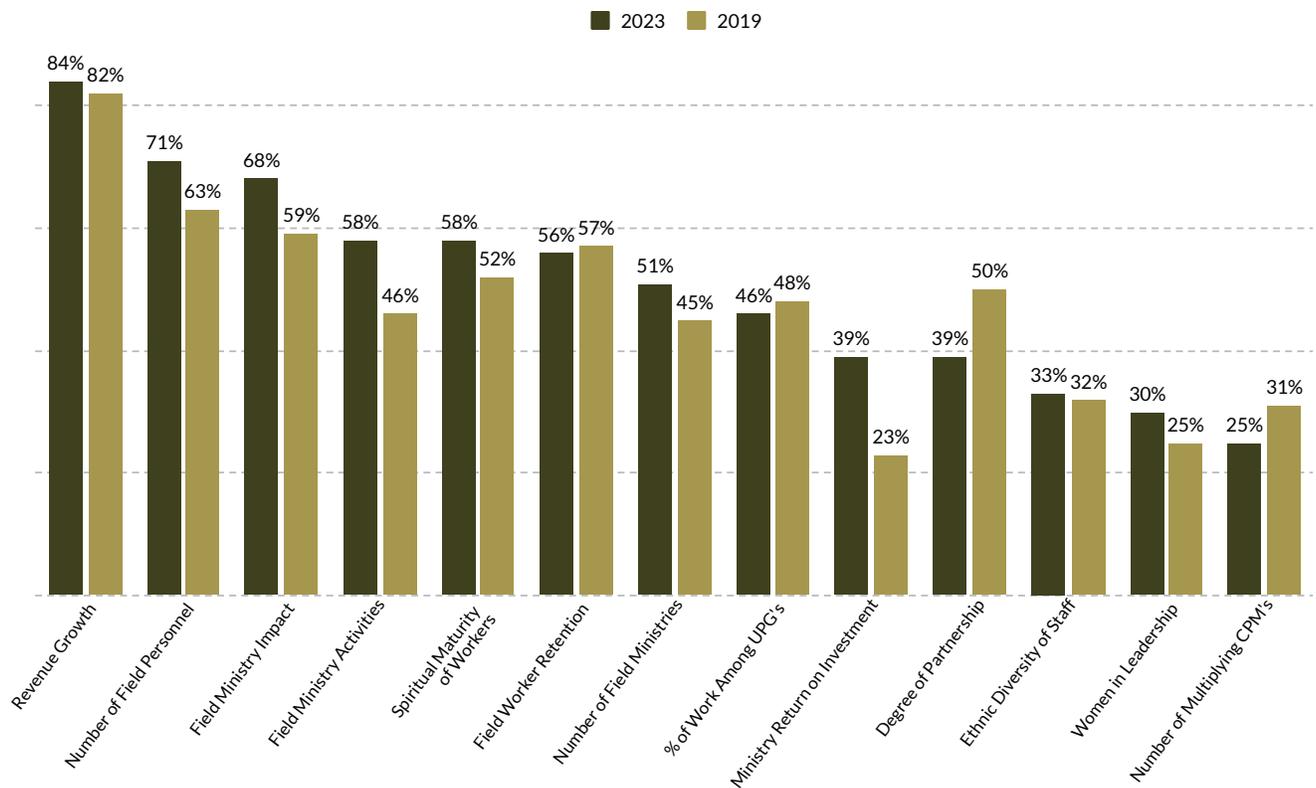
—Paul David Tripp
Lead: 12 Gospel Principles for Leadership in the Church

Degree to Which Markers are Measured and Acted On

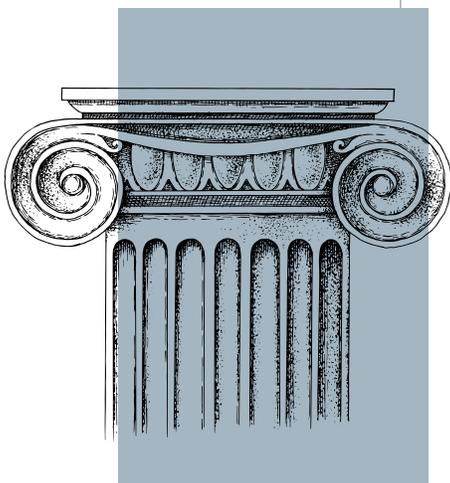


Q33: "And, to what degree does your organization measure and act upon these markers?"

Markers Measured and Acted On

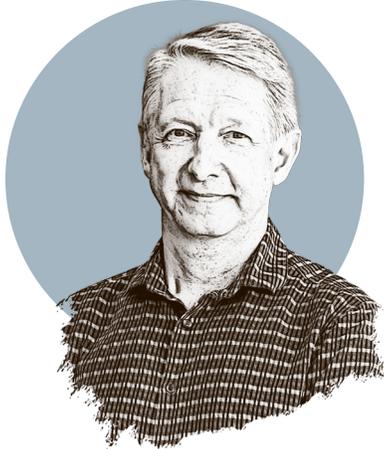


Q33: "And, to what degree does your organization measure and act upon these markers?"



Organizational Health Questions on Execution:

- Can the organization demonstrate mission fulfillment through measured program impacts?
- Do we have a common-sense plan and strategy in place?
- Is there a planning cycle, and are plans regularly reviewed and updated according to the cycle?
- Does our plan include both short and long-range goals?
- Do staff members understand their roles in both the mission and the plan, with annual evaluations based on it?
- Does the organization's structure support accountability to the plan?



Warren Janzen
International Director
Send International
send.org

Warren Janzen and his wife Dorothy have served for over 36 years with SEND International including almost 16 years as church planters in Japan and the last 19 years as International Director. Warren is passionate about making disciples and disciple-making churches among the unreached.

Being Values-Driven

Is more or sharper vision the best response to volatility?

Devastating earthquakes seem to be shaking our world with regularity. Wars and threats of wars have amplified crisis management planning. Countries are changing their visa requirements making access more challenging. The Western church seems to have an increasingly fickle relationship with cross-cultural missions, especially to the unreached in hard to access locations.

Our response? Do we turn up the heat on vision? Refine and spice up our metrics reporting? Spend more time in strategic planning? Pivot into more technology? Increase our frequency and type of training?

In this VUCA (volatile, uncertain, complex, and ambiguous) world, we don't necessarily need "more of" something. We don't need to just double down and improve on what we are already doing. Conversely, we don't need to abandon it all and pivot to something radical and new (and probably outside of our expertise). We need to go deeper.

In our current global and cultural volatility, we need to deepen our understanding and application of our values: those fundamental beliefs that guide our thoughts, actions, and behaviors. It is our values that consciously or unconsciously shape our character and influence our decisions. Our values provide a moral compass to guide us as we adapt to changing contexts. As much as we want to be vision driven, we need to also be driven by our values. Then when our context changes (again), we'll be able to adapt our activities in pursuit of our vision from the firm foundation of our values.

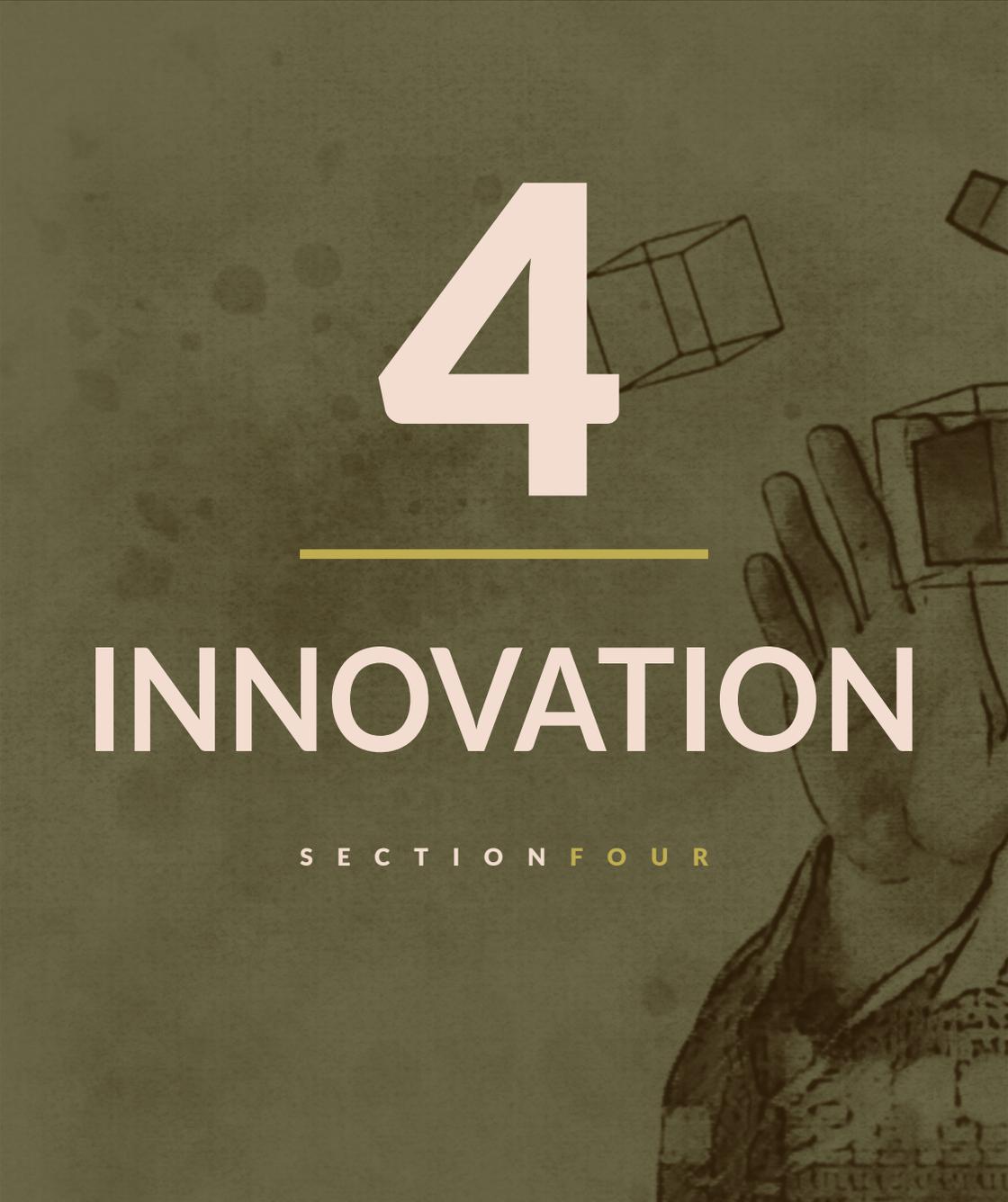
The war in Ukraine has been a major disruption for many. With over 30 years of ministry history in Ukraine and Russia, this conflict displaced many of our workers and invited ministry involvement in ways that were new for SEND International. Our organization's four values continue to play an active role in guiding us to discern how to respond. Our values of "lasting impact" and "courageous innovation" direct us to explore new ways in which we can come alongside churches and believers on both sides of the border caught up in this horrific conflict. "Unity in diversity" propels us to explore ways in which to partner with others. "Intentional

discipleship” drives home the need to, during crisis, focus on ourselves as apprentices of Jesus. Are we maintaining our spiritual rhythms and disciplines? It also reminds us of our mission to make disciples and disciple-making churches among the unreached.

When we are firmly grounded in our values, new strategies that align with those values resonate within us. Our values enable us to more quickly determine which ideas express our core convictions and thus will ignite passion and motivation. Our values act like internal accountability, holding us true to our mission while we adapt to our changing environment.

So is more or sharper vision the best response to volatility? When it is combined with a deeper commitment to and expression of your values, yes. Make the expression of your core values a key element as you face the future and these other aspects will fall into place. ↗





4

INNOVATION

SECTION FOUR



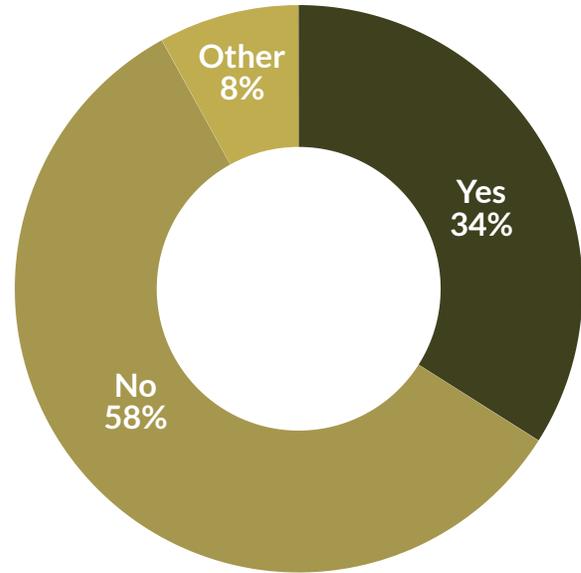
Paradigm Shifts

In the coming 1-3 years, the imperative for innovation within mission organizations is unmistakable, as underscored by the sentiments of 71% of CEOs who stress the extreme to high need for reevaluating the economic engine that sustains these entities. A paradigm shift is required to ascertain how expenses are met and income is generated, reflecting a pivotal juncture for mission organizations to redefine their financial models. Furthermore, 61% of leaders recognize the pressing demand to comprehend and serve stakeholders in novel and creative ways, emphasizing the urgency to adapt to evolving societal needs.

The significance of innovating the way people experience a ministry, coupled with the branding and identity of these organizations, emerges as a top priority. This recognition is not only vital for staying relevant but also for fostering a deeper and more resonant connection with the communities they aim to serve. Among the top five extreme to high need issues for innovation, this focus on experience and identity reflects the understanding that a compelling narrative and meaningful engagement are central to the success of mission organizations.

A noteworthy aspect is the acknowledgment by 60% of CEOs that collaborative problem-solving is key to addressing the increasingly complex challenges faced by mission agencies. In a world where macro problems transcend organizational boundaries, there is a growing realization that collective thinking is essential. By bringing together the best thinkers and dreamers across various mission organizations, there exists an opportunity to devise comprehensive solutions that benefit all. This collaborative ethos, aimed at collective learning and outcomes, is poised to not only tackle macro problems but also enhance the individual effectiveness of each organization in achieving its specific ministry goals. In essence, the next 1-3 years present a crucial period for mission organizations to innovate across multiple dimensions, ensuring they are not only resilient in the face of challenges but also proactive in shaping a more impactful and interconnected future.

Executive or Senior Leader Responsible for Innovation



Q37: "Do you have an executive or senior leader responsible for innovation within your organization?"

Additional Resources »



The Innovation Crisis

Using missions disruptor William Carey as an example, Ted Esler shows how you, too, can innovate in ways that change the ministry landscape. <https://theinnovationcrisis.com/>

Today's leaders face never-before-seen challenges... So much is in flux, which is why leaders race to attract and retain top-notch talent and build a diverse, resilient workforce that's able to adapt, meet challenges with imagination and innovate past their competitors... A growth mindset, that is, someone who is a forever learner... That type of person is going to succeed, because no matter how often circumstances change, they're always open to trying new solutions and finding imaginative ways to solve problems.

—Meredith Bryan
Mural, Forbes.com

Level of Needed Innovation in the Next 1-3 Years

Structure and alignment around your ministry purpose



Your methodology on how you execute on ministry purpose



The cultural relevancy of your ministry to your audience



Defining, understanding, and evaluating ministry goals



The branding and identity of your ministry



Collaboratively working with others to solve ministry problems



How people experience your ministry



Understanding and serving stakeholders in new and creative ways

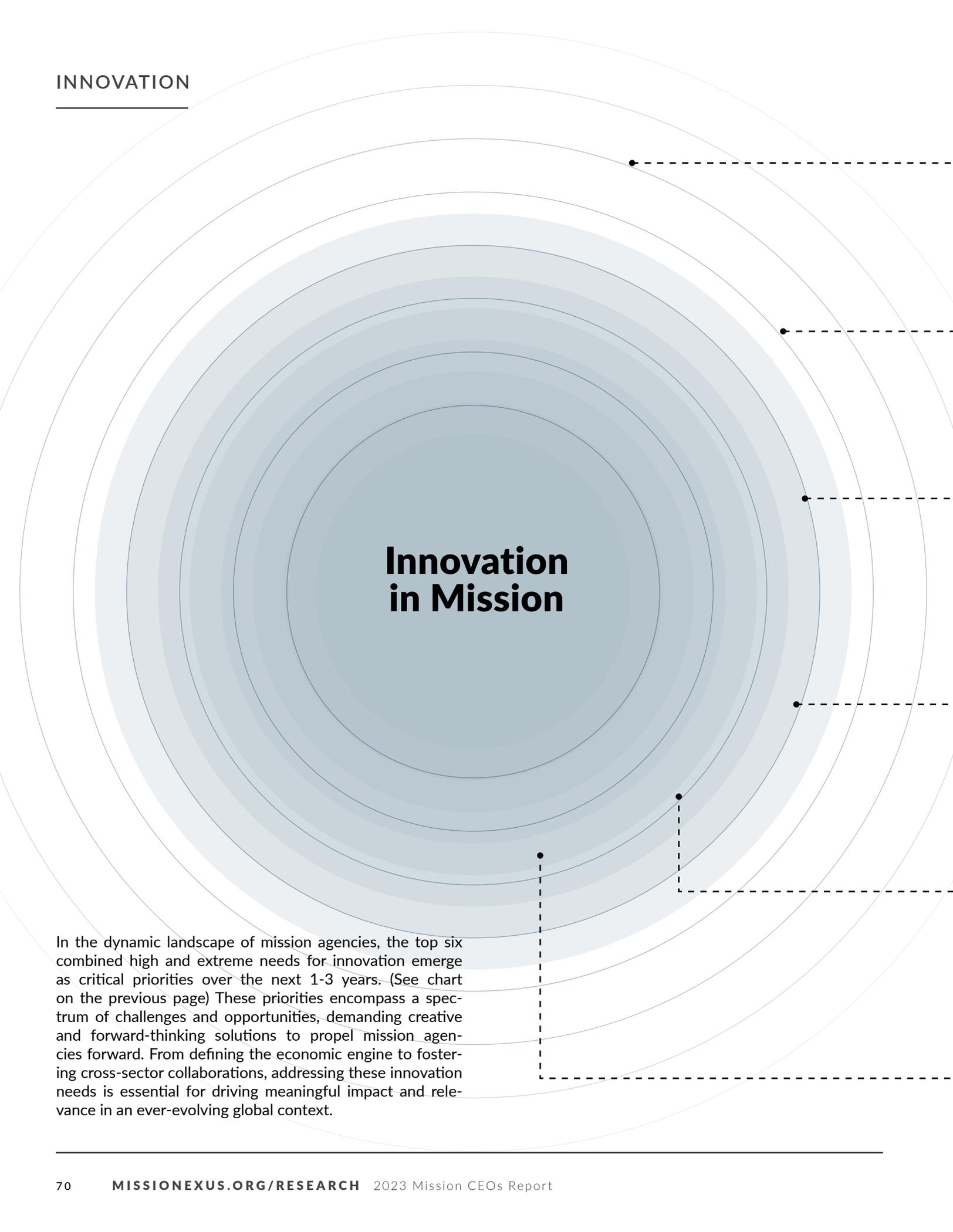


The economic engine of how expenses are paid or income is generated



■ Extreme Need ■ High Need ■ Moderate Need ■ Some Need ■ No Need

Q34: "Innovation in Mission: Rate the level of needed innovation for the following items in mission's over the next 1-3 years"



Innovation in Mission

In the dynamic landscape of mission agencies, the top six combined high and extreme needs for innovation emerge as critical priorities over the next 1-3 years. (See chart on the previous page) These priorities encompass a spectrum of challenges and opportunities, demanding creative and forward-thinking solutions to propel mission agencies forward. From defining the economic engine to fostering cross-sector collaborations, addressing these innovation needs is essential for driving meaningful impact and relevance in an ever-evolving global context.

71%

Economic Engine

Innovating the economic engine for mission organizations is crucial as fundraising principles have seen limited change over the decades. The evolving perspectives and values of new generations of donors necessitate a proactive shift in how income is generated. Developing new income generation models becomes essential for sustaining and advancing ongoing mission work.

Serving Stakeholders

Comprehensive innovation is essential to grasp and cater to stakeholders in novel and creative ways, requiring a heightened focus on empathetic discovery to understand the perspectives and sentiments of current and prospective donors, churches, as well as potential staff and volunteers.

61%

59%

Ministry Experience

A diverse spectrum of experiences spans from donors and churches to potential missionaries, staff, and even unreached populations worldwide. Continuous innovation is paramount to effectively engage with each of these groups, ensuring they have the best possible direct interaction with representatives of the organization.

Collaboration

Innovations impacting collaborative efforts to address ministry challenges require a departure from individualism, emphasizing the importance of fostering cooperation, unity, and community. It is essential to champion these values for the collective pursuit of end goals, serving as the cohesive focus guiding our missional engagement.

59%

49%

Brand and Identity

Crafting the branding and identity of mission organizations demands creative communication of the global needs of the unreached. This creative effort is essential in navigating the challenges posed by evolving perspectives on global missions and countering the decline of Western prioritization and understanding of the ongoing needs for global gospel proclamation.

Defining Ministry Goals

Innovation is vital for defining and measuring ministry goals effectively. In a data-driven landscape, the challenge lies in identifying the best practices to measure elements that enhance ministry impact. Balancing what to measure and how to measure it is an art crucial for optimizing the impact of mission organizations in a metrics-driven world.

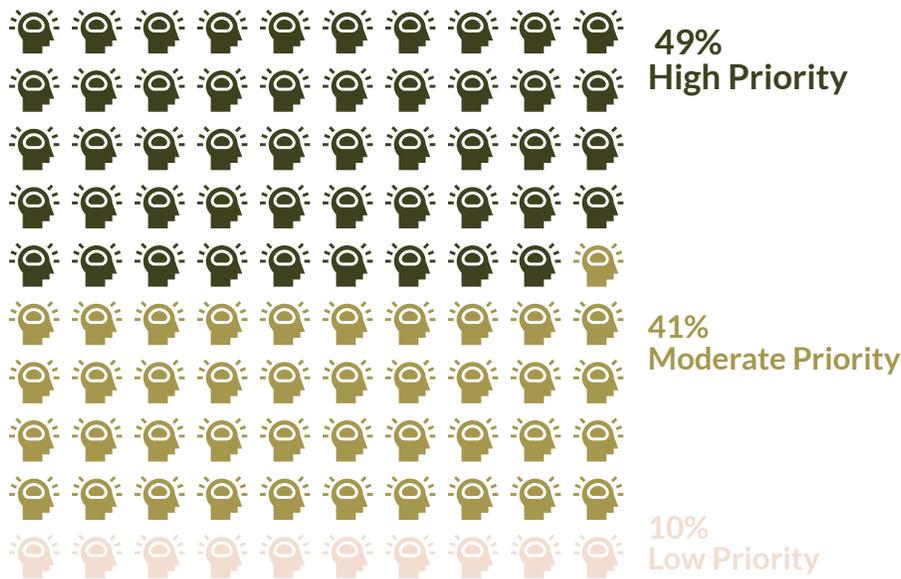
47%

Fostering Creativity and Innovation

A significant 49% of CEOs recognize a high priority in fostering creativity and innovation within their organizations over the next three years, emphasizing the pivotal role these qualities play in navigating an ever-changing landscape. Another 41% consider it a moderate priority, underlining a widespread acknowledgment of the importance of cultivating a culture of innovation. Remarkably, only 10% perceive it as a low priority, indicating a strong consensus among leaders about the need for emphasis in these areas.

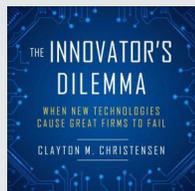
To prioritize growth in creativity and innovation, leaders can intentionally engage in a variety of activities, ranging from reading and informal learning to formal education and dialogue with peers. These diverse approaches offer a holistic strategy to stimulate creative thinking and promote innovative solutions. Recognizing the multifaceted nature of fostering creativity, below are a few recommended resources to guide leaders on this journey.

CEO Priority of Personal Growth in the Area of Creativity & Innovation in the Next 3 Years



Q17: "Rate the priority level for growth in each of these contributors to your personal leadership effectiveness in the next 1-3 years."

Additional Resources »



The Innovator's Dilemma

Clayton M. Christensen presents a set of rules for capitalizing on the phenomenon of disruptive innovation.

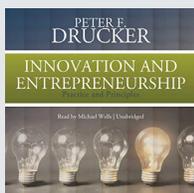
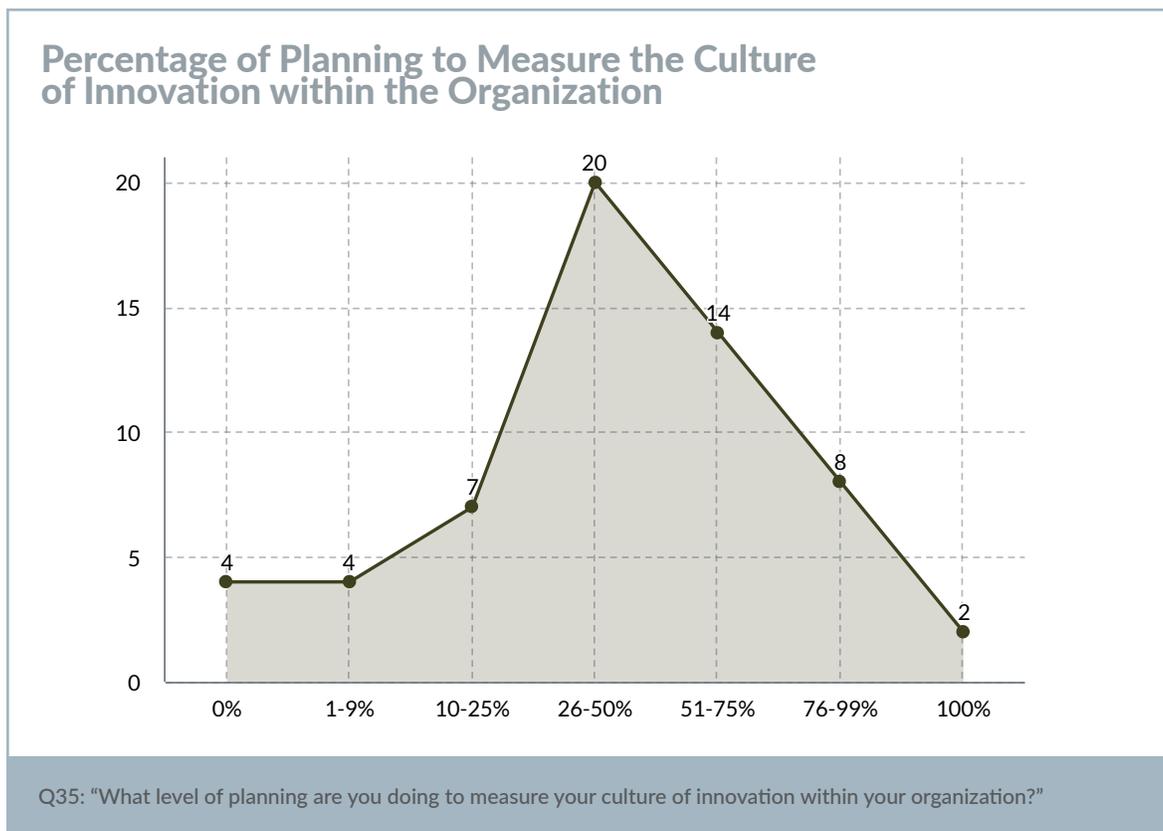
<https://amzn.to/3HyjA1G>

Prioritizing Innovation

A substantial portion of CEOs (80%) dedicate more than 25% of their planning time to assess and cultivate their organization’s innovation culture. A breakdown shows 54% allocate over 50% of their time, with an impressive 20% are dedicating more than 75%.

This heightened focus, sustained over the long term, is poised to yield exponential impacts on the future expressions of creativity and innovation within these organizations. From subtle

micro adjustments to transformative macro changes, the ripple effect will extend beyond individual agencies, influencing the broader landscape of the global Great Commission movement. This intentional commitment to measuring and fostering a culture of innovation signifies a strategic investment that holds the potential to reshape the trajectory of organizational effectiveness and impact on a global scale.



Innovation and Entrepreneurship

Peter F. Drucker clearly explains and analyzes the opportunities of America’s new economy.



The Ten Faces of Innovation

Tom Kelley, illuminates the strategies used to rive creativity throughout the organization.

The Team That Innovates

Decoding the ministry innovation paradigm shift.



Ted Esler
 President/CEO
 Missio Nexus
 missionexus.org

Ted Esler is the President of Missio Nexus, an association of agencies and churches focused on the Great Commission. His most recent book is *The Innovation Crisis, Creating Disruptive Influence in the Ministry you Lead*.

“Ministry innovation, as far as I can tell, is almost completely iterative. Seldom do I find leaders who are thinking above and beyond changing the status quo.”

In 2007 I purchased the first Kindle. It has been announced and, as an avid reader and early adopter, I had to have one. That same device is sitting here on my desk and it still takes a charge, and I can boot it up. I understand that it won't fully work with Amazon's services as of this year, but 15 years for a device to work is an eternity these days.

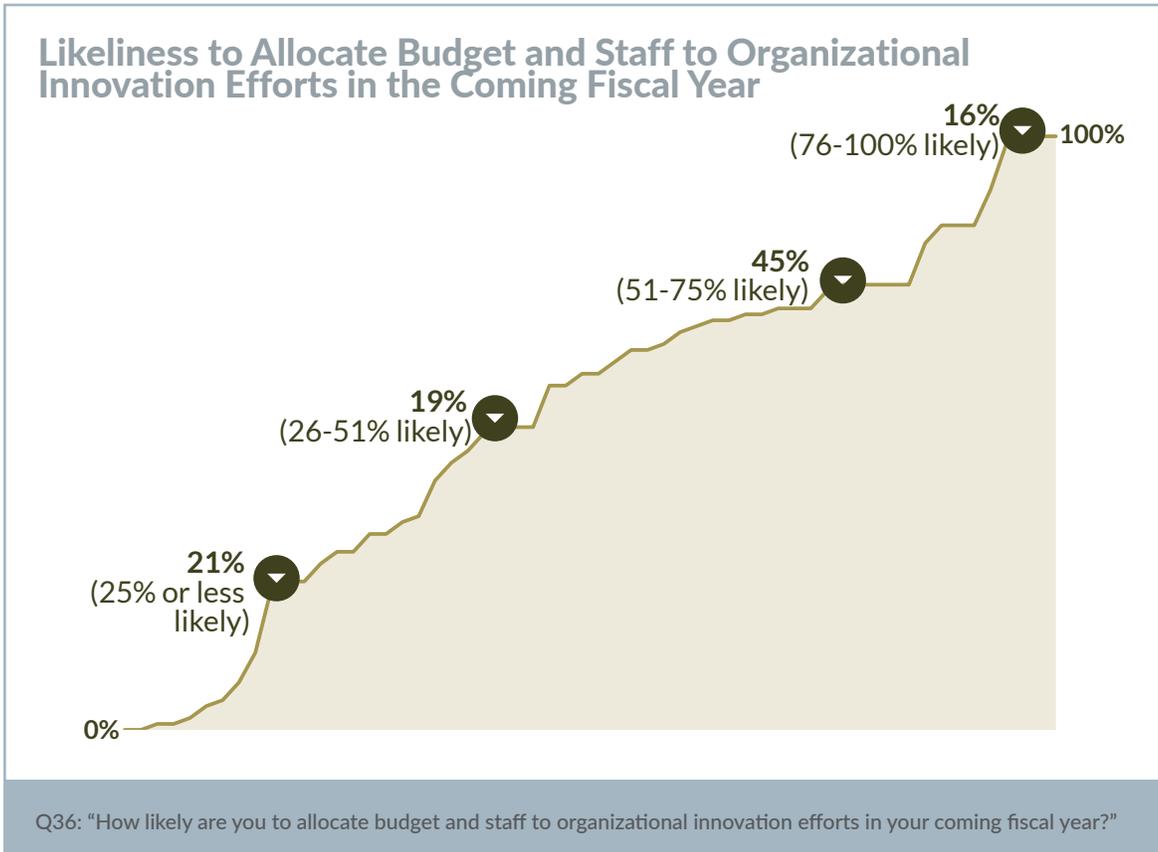
The machine is crude. It has white chicklet keys, oversized and too-easy-to-press page turning buttons. The on/off switch is on the back. A funny line rides up the right side of the device which grows a silver bar as the machine thinks, showing you that it is working. The bar tracks progress as well. The black and white display is adequate, but far from the screens of today.

In fact, right next to it on my desk is a Kindle Fire tablet device. It boasts many more times the memory, runs android apps, has a beautiful screen for watching videos, has multiple ways of connecting, is flat, sleek, and fast. It is the culmination of years of incremental improvements and can be purchased for about one third what a paid for the Kindle #1; and that is without inflation adjustment.

Of the two devices, Kindle #1 represents something very different that the Fire tablet. Kindle #1 was disruptive innovation. The device used technologies that pressed the limits of what they could do. The designers were attempting to do things we take for granted today. The device could stay on for days, could be continually connected (at no cost) to cell phone towers and attempted to do one thing really well: let you read Amazon e-books. While there were other e-readers available in 2017, there was nothing like this device. Since 2007, we have seen the havoc Kindle was brought to the publishing industry.

The Fire tables is an example of iterative innovation. From that first generation the designers learned, changed, modified, and borrowed ideas to make something quite amazing. This latest device can do more than simply deliver e-books (though it does that well). I just took a flight and used it to watch movies, check email, and read the news. Oh, I read a novel on it as well, but that has become an expectation for a device like this, the original innovation fading in my mental map of incredible breakthroughs. The value of what it delivers far exceed that Kindle #1.

That first device was a classic first to market design. It shows the immaturity of things that were soon worked out with better solutions. For example, to wake up the device, you press the ALT key while simultaneously pressing the A key. How intuitive is that? Not very. But it worked well enough (there was a notice on the screen telling you want to do). What it did do well was prove that a device could replace a physical book. It was convenient enough to make the point. Its designers did just enough to usher in a new era of digital book reading.



What I want to point out is that Kindle #1, the disruption, took a very different kind of thinking than the current Kindle design team must take. Team #1 was seeking to do something revolutionary; the current design is doing something evolutionary. The first was focused on overturning the status quo, the latter, and leveraging the status quo.

Both types of innovation are necessary and even though we tend to see disruptive innovation in almost soteriological terms, iterative innovation is what we most often experience. But the people who do each time of innovation must think differently, take different risks, and make different decisions.

Ministry innovation, as far as I can tell, is almost completely iterative. Seldom do I find leaders who are thinking above and beyond changing the status quo. To be fair, innovation in ministry is much more difficult than it is in business where the competition is more defined and the metric is money (perhaps I can write about why in the future). Yet, we struggle

to find new ways to do ministry, preferring to improve the status quo rather overthrow it.

A fundamental shift in who we bring together to innovate might be in order. If we are asking our teams to take the current paradigm up to the next level, we are not going to produce disruption. Ministry leaders are focused primarily on growing the existing ministry will focus on iteration by default. This is why authors like Vijay Govindarajan suggest a "Three Box Solution" to innovation in which we set aside specific resources to innovate outside of the existing structures of an organization.

The designers of disruptive innovation need to free from the mental models that drive the status quo. That takes a special kind of team. It takes leaders who are willing to let the innovators off the leash that binds the ministry to the status quo.

And that is hard. ↗

5

ISSUES IN
FOCUS

S E C T I O N F I V E





Wendy Wilson
Executive Director
Women's Development Track
womensdevelopmenttrack.com

Wendy Wilson has served in various capacities in leadership training ministry and missions since 1984. She earned a Bachelor's degree in Business Administration from Texas A&M University and a Master's degree in Biblical Studies from Dallas Theological Seminary. She brings years of experience in engaging the spectrum of views in the ongoing evangelical discussion about women in ministry and marriage. Wendy lived and traveled abroad with Entrust, a pastoral training ministry, for 28 years. Then in 2012 she was asked to serve as the Mission Advisor for Development of Women to the Missio Nexus network of 350 agencies. In 2015 she became founder and director of a collaborative project, Women's Development Track, to help agencies and churches bring the full spectrum of gifts of women more fully to bear in accomplishing the Great Commission alongside their brothers - as the Blessed Alliance!

A Continuing Exploration

Unveiling the tapestry of oneness in partnership for God's purposes.

Over the last decade we have seen an inspiring renewal of interest in the conversation about what it means for men and women to partner for the sake of God's purposes in the world, the gospel, the Great Commission. Especially in the realm of leadership. And while evangelicals are quite spread along a spectrum of theological position and practice on the issue, we all appeal to Genesis 1-2 as an important foundation for what we think and why.

As I've engaged this discussion about brothers and sisters in Christ partnering in leadership over these years, I've found myself looking and re-looking at this amazing passage of Scripture and considering the various cases made to inform our partnerships in marriage and in ministry. As they say, as goes Genesis 1-2 so goes the rest of your argument. It is foundational we all agree.

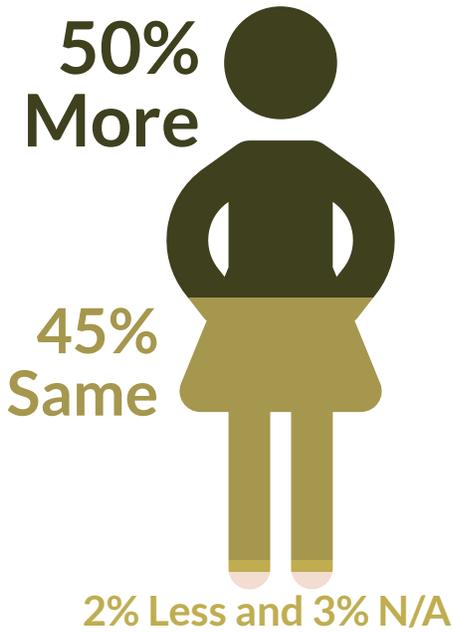
Most agree that Genesis 1:26-28 suggests a blessed co-regency to "be fruitful and increase in number; fill the earth and subdue it. Rule over every living creature" though not over each other. But when it comes to the amplification in Genesis 2:18 ("The Lord God said, 'It is not good for the man to be alone. I will make a helper suitable for him.'"), most often what I hear expressed is the importance of establishing who is more designed for leadership between the humans. The man was made first, the woman was made after him, and a necessary hierarchy between the humans is often seen as the main point.

One argument sees the creation of woman after the creation of man indicative of her design to support and follow, and his design to lead and decide the way ahead. The description of the woman as a "helper" also indicates her supportive role as his companion assistant in life.

Another argument sees the woman's creation last as indication that she was the crown of creation in the trajectory of the humans coming after the animals. Also, because the Hebrew word *Ezer*, translated into English as "helper", actually describes a strong ally, rescuer/deliverer also used to describe God Himself as the rescuer of Israel as well as other nations to whom Israel appealed to for rescue from their enemies, the woman must be more fit to lead.

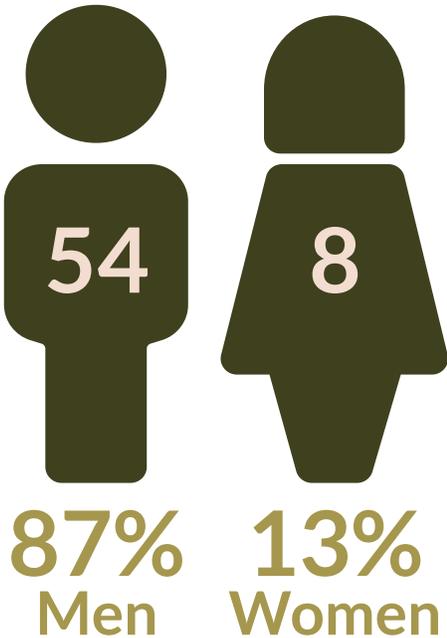
But what if both of these conclusions actually miss the point? Maybe it's not about who should be in charge but rather how oneness reflects God? Especially since authority between the humans is never actually

Amount of Women in Leadership Compared to 3 Years Ago

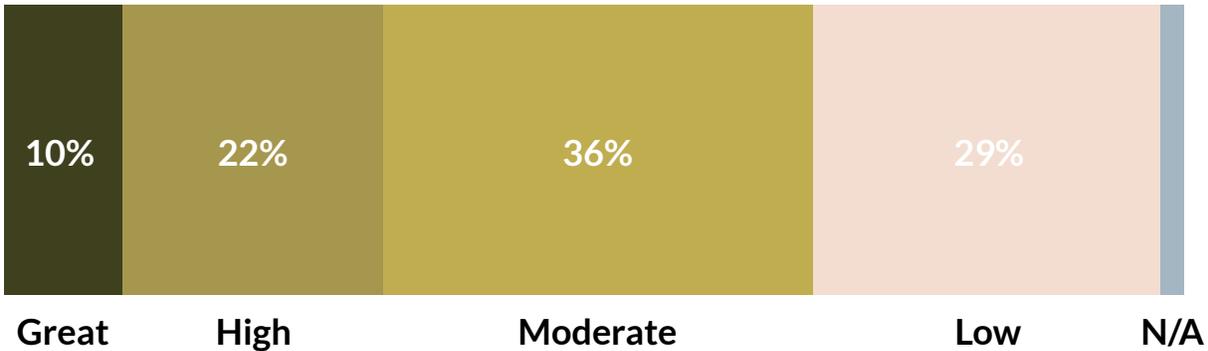


Q31: "Compared to three years ago (prior to Covid19, please rate how your organization looks today in terms of"

Survey Participants



Level of Impact Women in Leadership Will Have on Internal Organizational Development in the Next 3 Years



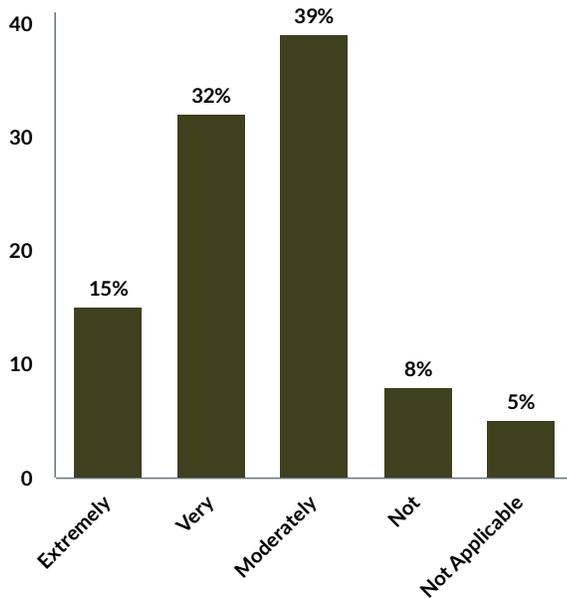
Q38: "Rate the level of impact the following internal issues will have on your organization's development over the next three years."

mentioned, maybe the main point of the design of the humans is oneness, based on Gen 2:23-24. Maybe the biggest lesson we are to take away is not who's more designed to lead but rather how do we become one, bringing ourselves fully to God and each other in standing against evil and pressing into the purposes of God?

Certainly we see the significant later teaching of the Lord Jesus on oneness among his disciples, his upside down relationship to human author-

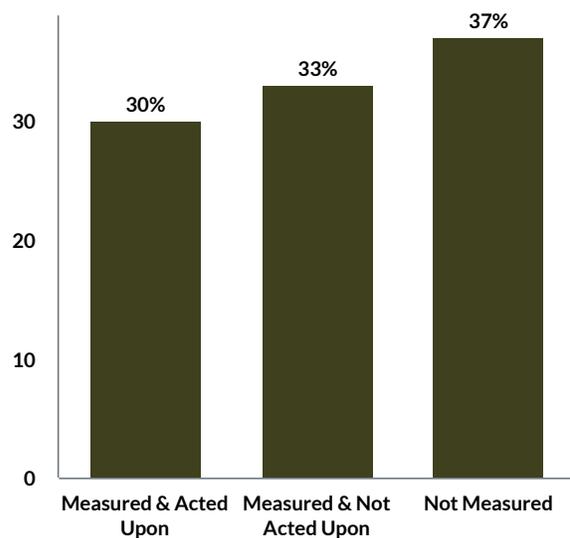
ity, his concern for stewarding the talents of the Master. And we see the Apostle Paul pleading for oneness/unity in the church for the progress of the gospel, and exhorting the Body to fully employ every gift given by the Spirit. If the main point of Gen 1-2 is oneness and fullness rather than which sex is more designed to lead the other, how might it impact how we understand our partnerships as brothers and sisters in the fulfillment of the Great Commission? ↗

Usefulness of Women in Leadership as a Marker of Organizational Progress



Q32: "How useful would you consider the following as markers of your organization's progress?"

Degree to Which Women in Leadership is Measured and Acted On



Q33: "And, to what degree does your organization measure and act upon these markers?"

Women in Leadership

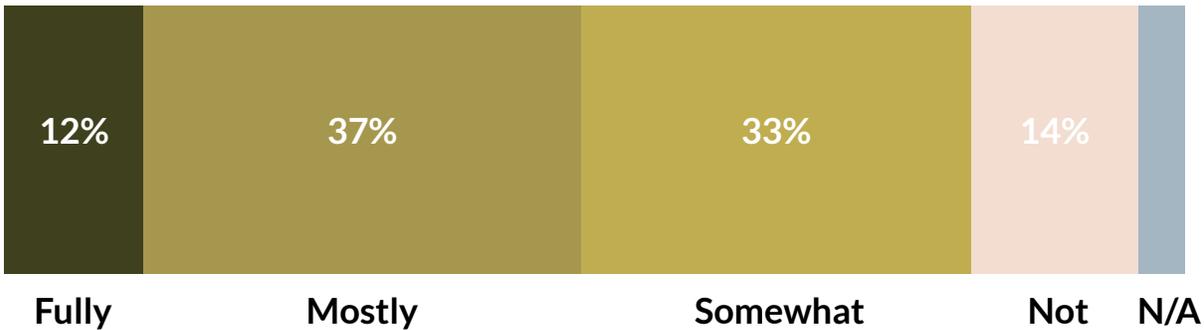
A positive and progressive trend is emerging in the realm of mission agencies and boards as more women assume leadership positions. This shift signifies a departure from traditional norms and reflects a growing recognition of the valuable contributions women can make in guiding mission organizations. The increasing presence of women in CEO positions is particularly encouraging, leading to a subsequent rise in the number of women occupying other senior-level roles within these organizations.

A recent study by Missio Nexus sheds light on this transformative trend, revealing that in a survey of 169 mission agencies, 27% reported women holding Second-in-Command positions. These roles span from Chief Operating Officers (COO) and Chief Financial Officers (CFO) to various Vice President and leadership positions. This data underscores the ongoing intentionality to diversify leadership roles and prepare the next generation of leaders within mission organizations, fostering an inclusive environment that harnesses the full spectrum of talent and expertise. As more women ascend to key positions, the landscape of leadership in mission agencies continues to evolve towards greater equality and effectiveness.

12%
of CEOs feel their organization is fully prepared for change in the area of women in leadership



Preparation for Change in the Area of Women in Leadership



Q39: "How prepared is your organization for potential change in the following areas?"

Committed to Ethnic Diversity

In the dynamic world of mission organizations, the importance of ethnic diversity within staff and teams is a topic that has undergone some shifts in perception from 2019 to 2023. While certain statistical indicators reveal a growing recognition of ethnic diversity as a valuable marker of organizational progress, there remains a disparity in the prioritization of actively fostering diversity within mission organizations.

Changing Perspectives:

According to recent studies, the statistics from 2019 to 2023 reflect a noteworthy but incremental shift in the perspective on ethnic diversity within mission organizations. The data indicates a gradual increase in the recognition of ethnic diversity as a useful marker of organizational progress, with 22% of CEOs considering it extremely useful, compared to a mere 7% in 2019. A significant 83% of CEOs now acknowledge its moderate to extremely useful role in gauging organizational advancement.

However, this positive shift in perception contrasts with a surprising trend: the level of priority assigned to increasing ethnic diversity as a means of contributing to staff effectiveness has seen a decline. In 2019, 54% of organizations considered this a high priority, whereas in 2023, only 28% share the same sentiment. This discrepancy raises questions about the alignment of perception with action within mission organizations.

Challenges and Opportunities:

The data suggests that while there is an increasing acknowledgment of the usefulness of ethnic diversity as a marker of organizational progress, there is a divergence in terms of prioritizing active efforts to enhance diversity within the organizational framework. This poses a challenge, particularly in the context of full-time cross-cultural missions, where the need for diverse perspectives, experiences, and skills is paramount.

Given the global nature of mission work, diverse teams can bring a richness of cultural insights, adaptability, and a broader understanding of the communities they serve. In an era where cultural sensitivity and relevance are integral to effective mission work, the role of ethnic diversity in mission organizations cannot be overstated.

Addressing the Disparity:

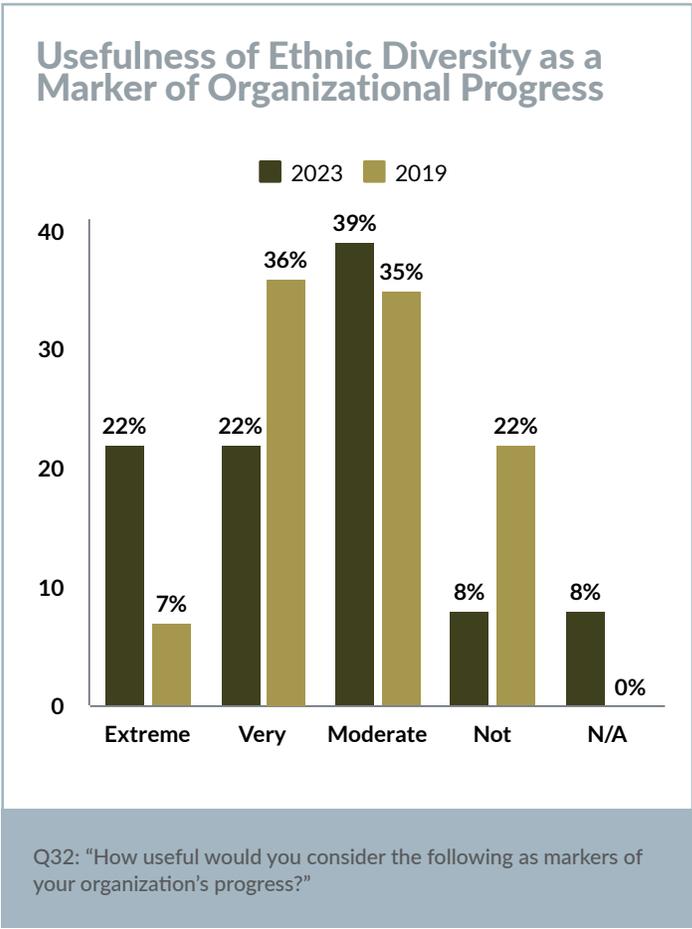
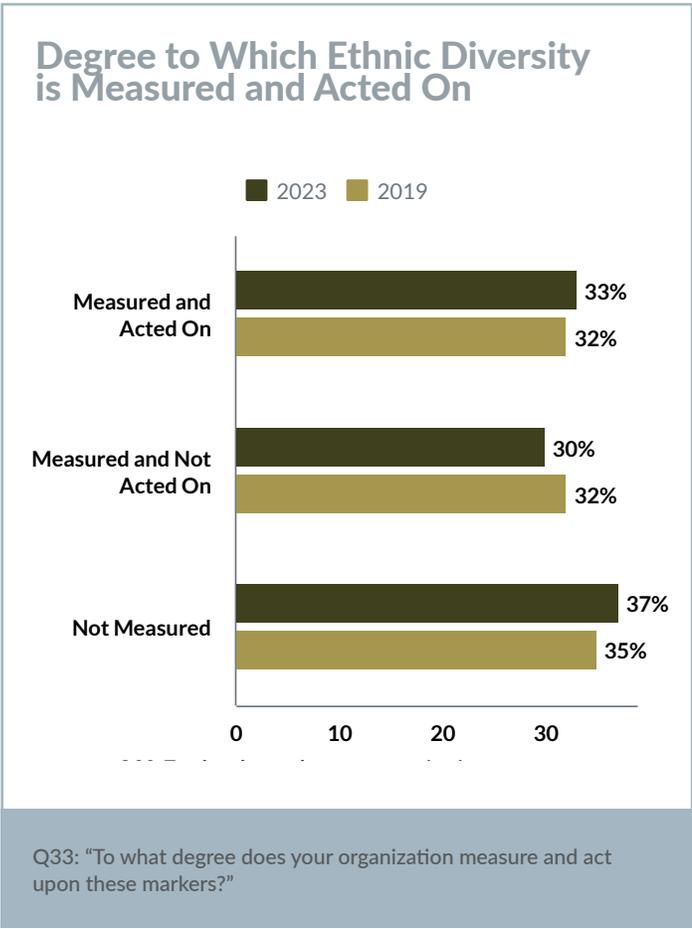
To bridge the gap between perception and action, mission organizations must invest in intentional strategies for fostering ethnic diversity. This includes not only recruitment efforts but also creating a supportive and inclusive organizational culture that values and celebrates diversity. Recognizing diversity as a valuable asset rather than merely a marker of progress can inspire organizational change from within.

While there has been a positive shift in recognizing the importance of ethnic diversity within mission organizations, the decline in prioritizing active efforts to increase diversity raises concerns about the future of cross-cultural missions. To truly impact communities worldwide, mission organizations must invest in and prioritize the development of a next generation of diverse staff and field workers. Only through intentional efforts can mission organizations realize the full potential of ethnic diversity in advancing their mission and contributing effectively to global communities.

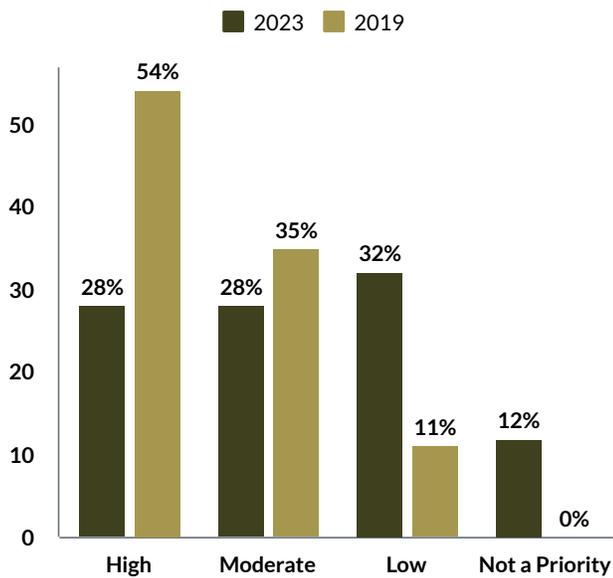
I think our definition of mission and missions, you know, the mission is the mission of God to seek and save that which is lost. But missions can be demonstrated in whatever gifts and callings you've been called to, whether it's medical missions, whether it's education, whether it's building infrastructure. So we've got to allow people to see that their own passions and organic strengths are exactly what God is calling for. So, I think helping people to see that your mission locally can be your mission globally if you have the heart to receive it.

—Adrian Reeves

Listening to Learn: Perspective of Young Black Christians on Faith and Mission

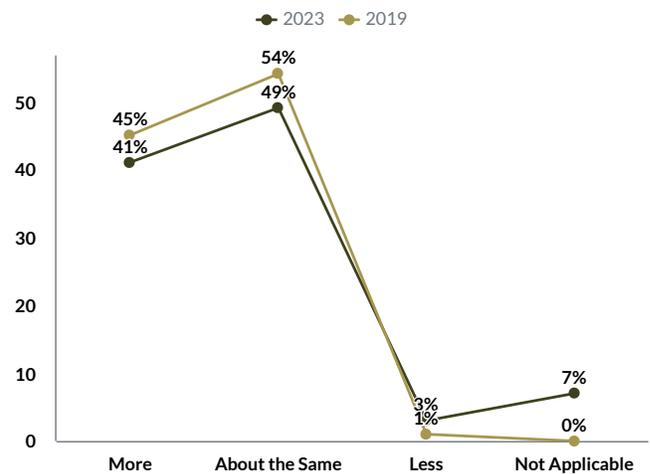


Level of Priority of Increasing Ethnic Diversity as an Organization That Will Contribute to Staff Effectiveness During the Next 1-3 Years



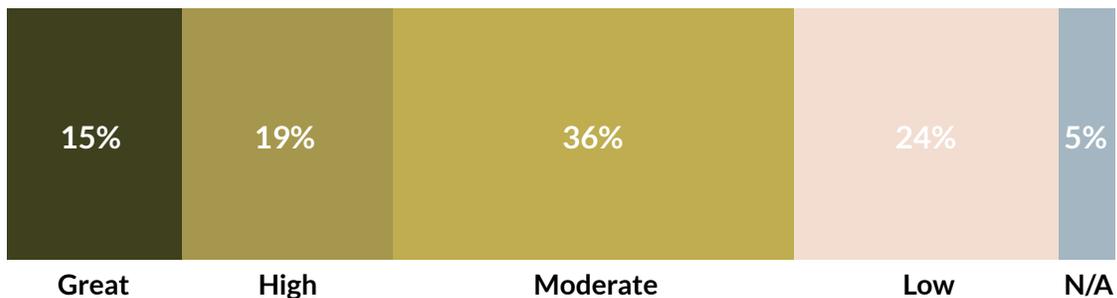
Q30: "Rate the level of these organizational priorities that will contribute to your staff's effectiveness during the next 1-3 years."

Three Year Change in the Area of Ethnic Diversity of Staff and Teams



Q31: "Compared to three years ago (prior to Covid19), please rate how your organization looks today in terms of..."

The Level of Impact That the Internal Issue of Ethnic Diversity Will Have On Organizational Development over the Next Three Years



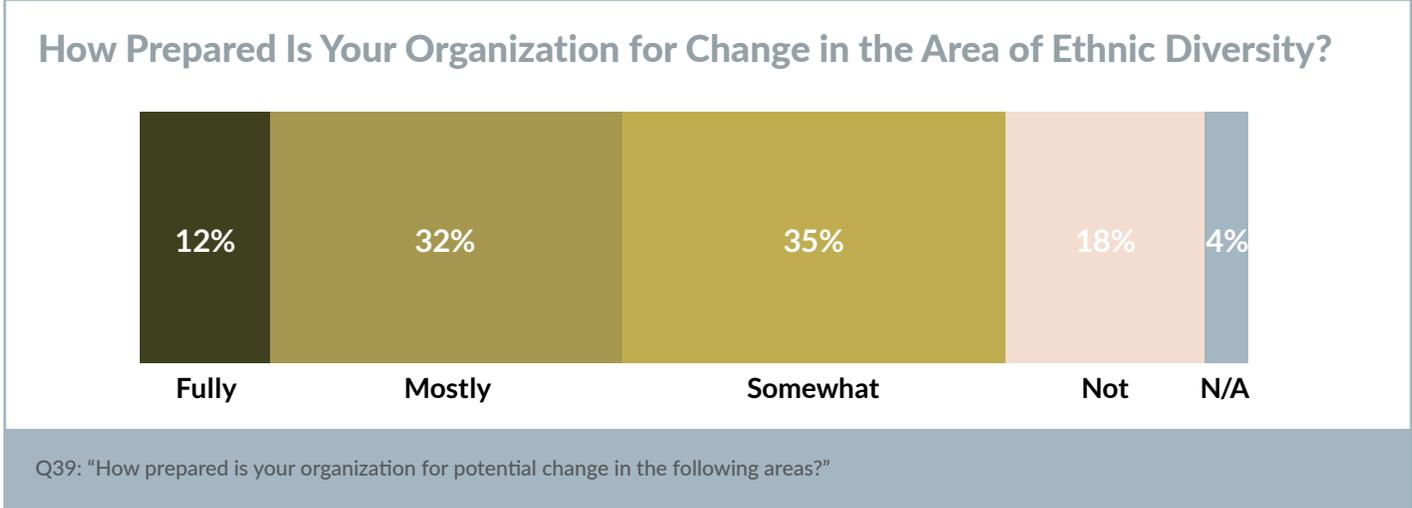
Q38: "Rate the level of impact the following internal issues will have on your organization's development over the next three years."

Intentional Inclusivity

The importance of ethnic and racial diversity within mission agencies extends beyond mere representation – it speaks to the very essence of reaching all nations with the gospel. As we strive for inclusivity, it is imperative that diversity is not only reflected in our home office staff but also in the mobilization of the next generation of field workers. Our mission is to ensure that all people are part of reaching all nations, a task that demands inten-

tional interaction, hiring practices, mobilization efforts, and structural changes within organizations. Achieving this goal necessitates a commitment to fostering equity and unity within the body of Christ, transcending cultural barriers and embracing the richness of diversity. Only through collective efforts can we truly embody the vision of reaching every corner of the world with the transformative message of hope and redemption.

12%
of CEOs feel their organization is fully prepared for change in the area of ethnic diversity



Additional Resources »



Diverse Perspectives on the Church and Missions

Results from a North American Survey of 18–34 year old racially and ethnically diverse Christians.
<https://missionexus.org/product-tag/diversity/>



Listening to Learn

Executive summary of a study highlighting the perspectives of young black Christians on faith and mission.
<https://missionexus.org/product-tag/diversity/>



Brian Heerwagen

CEO

Missionworks

missionworks.global

Brian Heerwagen serves with MissionWorks and has been the CEO since 1985. He has partnered with nationals and long-term missionaries in 29 countries. He has a degree in Business and Organizational Leadership, was the lead author on the collaborative work for “The Next Mile” with more than 30,000 books sold, and was part of the national leadership movement that wrote and established the Standards of Excellence in short-term missions. Brian and his wife Lorraine have three grown and married children and seven grandkids.

Multiplying Blessings

A “Together Moment” that Led to 20 Years of Partnership

In the fall of 1997, there was a “together moment.” A space in time where I connected with someone else, Doug Valenzuela (long-term missionary in Naples, Italy) and we discovered that we could do far greater things if we just worked TOGETHER. Not just one time, but in tandem, in partnership, in it for the long haul, climbing into the trenches together, for better or for worse. As a result, for the next 20 years we saw hundreds and hundreds of Christians from 18 churches serving side-by-side and across cultures. Most importantly, we have experienced countless lives transformed by God’s amazing grace. Salvation decisions, households changed, leaders raised up, and Christians growing in maturity. God accomplished great things in this partnership through and in us all.

Our “together moment” led to hundreds and hundreds of “togethers” between Americans and Italians. We care about each other – when someone gets married, has a baby, when someone dies, we celebrate baptisms, we pray when hard times hit. We are together. It’s only a “physical together” on occasion (when we have a short-term mission), but it is a “heart together” all the time and we press on in communication, in sharing resources, in hosting each other as we each travel.

These are some of the things we learned about keeping our partnership alive and vibrant:

- It must be clearly of the Lord.*
- It requires relationship, trust, determination, intuition, communication.
- It requires a decision in the beginning that this is for better or for worse.
- It requires a commitment to mutuality, not equality. The balance will be forever shifting as the two sides work together.*
- It requires a cultural sensitivity from both cultures.
- It requires sacrifice, courage, and a willingness to take risks – a lot of risks.

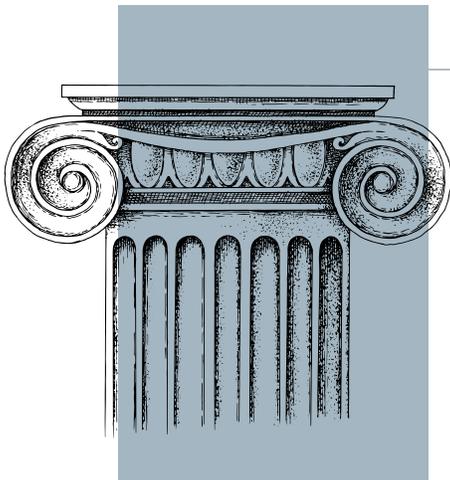
This partnership between America and Italy, between Doug and Brian, between churches, has seen glorious and

romantic days as well as some dark days. But all the work, the smiles and tears, have multiplied the blessing and life-change in ALL our churches.

Here is a word from Doug:

“Our churches in Naples, Italy have been mega-blessed thru the cooperation of all the churches that have been connected through our numerous evangelistic outreaches. Each time we’ve gained a deeper understanding and appreciation for their willingness to be part of our church family. Over 700 team members have become part of our lives and ministry. We have come to love these brothers and sisters and over time, it was less and less “American-Italian”, but more “One in the Lord!”

I praise God for that first “together moment” and all the “togethers” since then! ↗



Organizational Health Questions on Stakeholders:

- Have we clearly defined all stakeholders and considered them in light of our mission?
- Are stakeholders receiving appropriate communication about the organization?
- Do we have a case statement for all stakeholders?

Effective Partnerships

In the evolving landscape of mission-driven organizations, the prioritization of partnerships among CEOs has undergone a notable shift over the past three years. According to recent surveys, CEOs are reporting a decrease in the degree to which they are engaged in partnerships, with only 44% citing it as a point of growth compared to 72% in 2019. This decline suggests a potential reevaluation of strategic focus within these organizations.

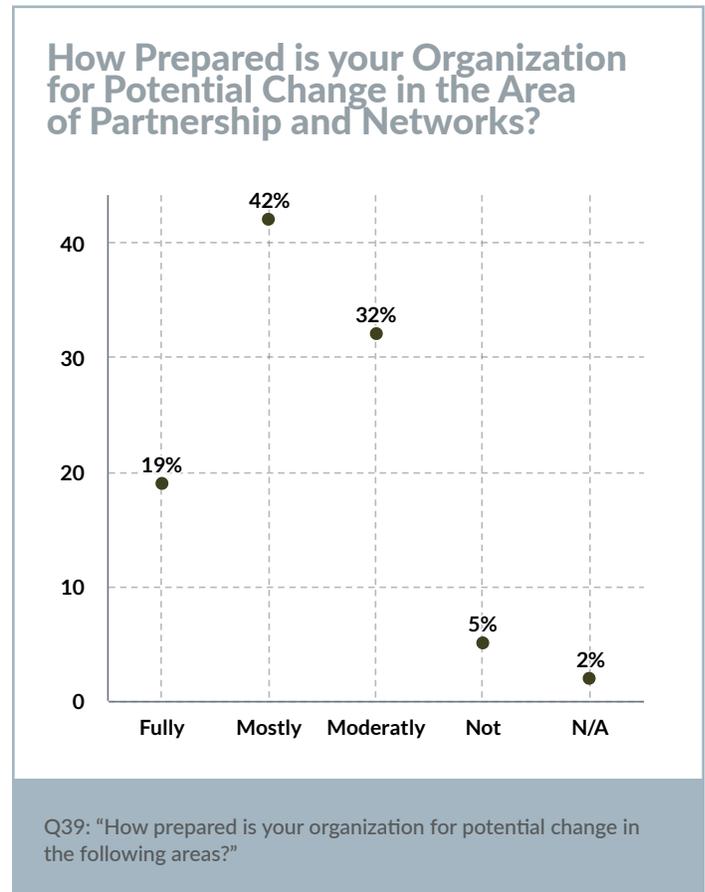
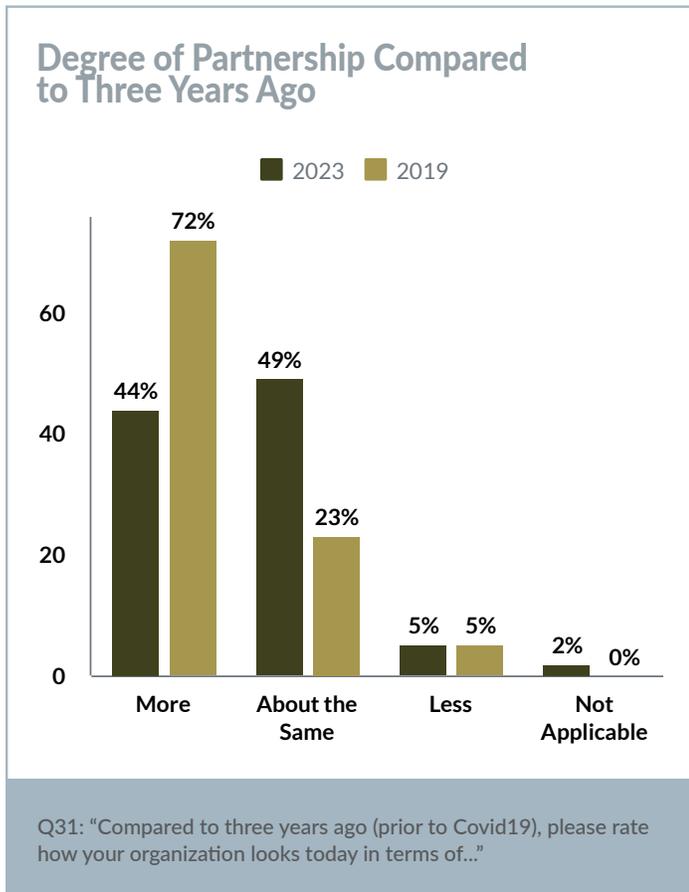
While 61% of CEOs express a readiness for change in the realm of partnerships and network participation, a mere 35% are actively measuring and responding to partnership dynamics as a significant organizational marker. This discrepancy highlights a gap between acknowledging the importance of partnerships and actively integrating them into organizational strategies.

In a global context that champions partnership as a catalyst for new ideas and strategies, these

statistics indicate a missed opportunity for participating organizations. Despite recognizing a high to extreme need for innovation through collaborative problem-solving (as noted by 60% of CEOs), the implementation of effective partnerships seems to be lagging behind.

Several factors may contribute to this decline. The aftermath of global realities, particularly the challenges posed by the COVID-19 pandemic, might have led organizations to draw inward. Additionally, the complexities of building new relationships and reaching consensus on cooperative initiatives could be perceived as daunting. However, it is crucial to recognize that strength lies in unity, and the potential benefits of effective partnerships far outweigh the challenges.

The call to action is clear—mission agencies need to actively seek, promote, and prioritize partnerships and collaboration. These endeavors

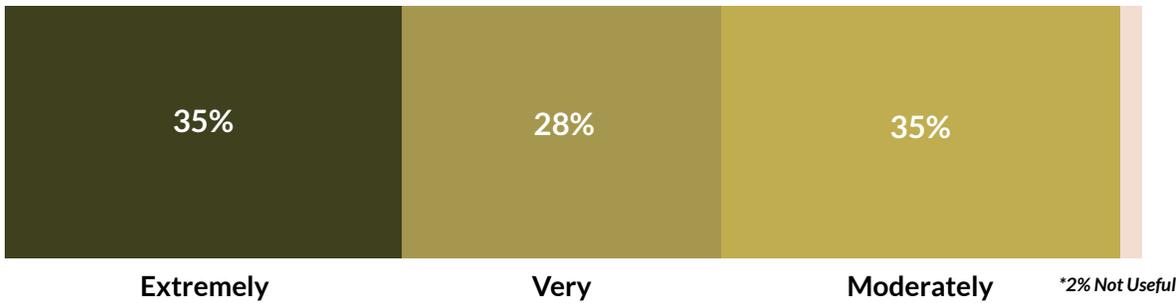


are essential for maximizing staff, leveraging resources, and ultimately increasing the impact of ministry efforts worldwide. In a world marked by division, partnerships can serve as a powerful change agent, not only in how organizations operate but also in how they reflect the values of Christ and bring hope to a fractured world.

As we navigate the challenges of the present and future, fostering a culture of collaboration becomes integral to the success of mission agencies. The pursuit of partnerships is not merely a strategic choice; it is a transformative force that has the potential to reshape the way organizations work and, by extension, contribute to healing and unity in a divided world.

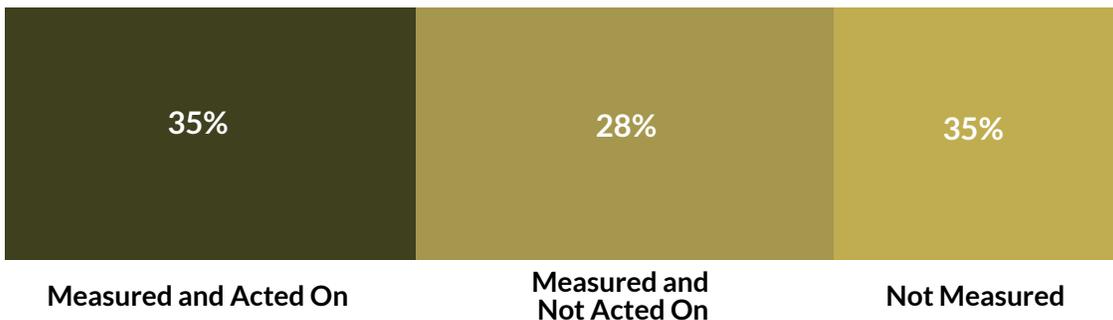
39%
of CEOs feel partnership skills are a high priority for personal leadership effectiveness

Effectiveness of Partnership as an Organizational Metric



Q32: "How useful would you consider the following as a marker of your organization's progress?"

Degree to Which Partnership is Measured and Acted On



Q33: "And, to what degree does your organization measure and act upon these markers?"



Ken Katayama
President
Crossover Global
 crossover.global

Ken Katayama serves as the president of Crossover Global. He began serving with Crossover Global in 1999 at the base in Brazil. He has the honor of serving on the board of Missio Nexus and Columbia International University. Additionally, he has had the privilege of serving as the Deputy Leader for the WEA Mission Commission and a Perspectives instructor since 2007. Ken holds a Bible Certificate from the Word of Life Institute (Brazil), B.A. and a M.A. in Muslim Studies from Columbia International University (Columbia, SC). Ken resides in Columbia with his family.

Collaboration and Globalization

Unlocking strategic success for strong teams in global mission.

In 2017, a small group of Crossover Global leaders got together to discuss our organizational future. Led by our founder and chairman of the Global Board, Dr. Bill Jones, we realized that our organizational structure, which served us for 30 years, would not lead us into the future. We needed a global restructure – the goal: bringing five local bases in five different countries into one global organization.

We gathered a group of 16 leaders from 12 different nations and started the process of globalization. There were many different angles the restructure had to consider such as geographical, linguistically, cultural, security, governance, to name a few. At the end of the day, developing one global structure came relatively quickly, with buy-in from all the leaders involved. The biggest question was how to truly integrate all the systems and processes that feed the day-to-day operations. Questions about “was it local” or “was it global”? What do we keep? How do we communicate decisions? When do we implement the changes?

Being Brazilian-born, I have observed how Europeans in southern Brazil exercised control over local ministries. I am afraid that my personal experience in Brazil with European missionaries was not an exception. In missions, it seems that collaboration developed as a reaction against control. As mission strategies moved from a top-down model to a flat model of collaboration, much kingdom progress was made, such as the emergence of think tanks, networking conferences, and global consultations. Unfortunately, however, moving from one extreme to the other also had negative consequences. For instance, many good ideas have been thought about and discussed in network meetings, but little implementation has taken place. The mentality “when no one gets the credit” normally equals “nothing gets done.”



The answer to some of these complex questions come through a dear friend who challenged my thinking when he boldly said, "Collaboration is overrated! Coordination is underrated!" At first, I did not realize how profound my friend's idea was. I contemplated his words for a couple of months, then asked the leadership team at Crossover Global about the idea. My friend gave us clear terminology for our process of global integration - coordination!

At Crossover Global, we have learned that managing the proper tension between control and collaboration would be the key to full global integration. We call it the Art of Coordination because it swings back and forth as control and collaboration interact and complement each other.

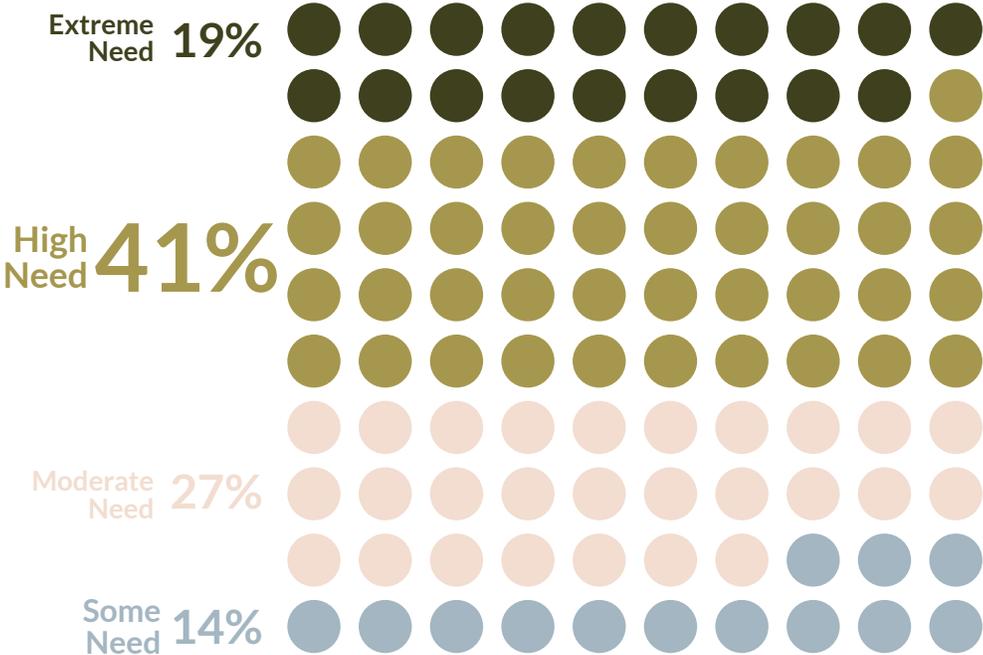
A good example of how this works is with our human bodies, especially athletes' bodies. It is incredible how baseball players can hit a ninety-mile-per-hour ball or how a

professional golfer can hit a ball with such spin, altitude, and distance. When we know people who are very good in such sports, we normally refer to them as people not with hand-eye collaboration or hand-eye control but with hand-eye coordination.

Six years after the beginning of our process of globalization, our team continues to learn and adapt to this new way of operation. We have seen exponential church multiplication as our team has become strong in strategic alignment and we have seen new leaders stepping into leadership roles as our new structure created opportunities for them.

From a room with six international leaders in 2017 to today, we have a global leadership team of 32 leaders from 17 countries leading our team to plant churches among unreached peoples in 34 countries. ↗

The Need for Innovation in Collaboratively Working with Others to Solve Ministry Problems



Q34: "Innovation in Mission: Rate the level of needed innovation for the following items in mission's over the next 1-3 years."

Church and Agency

CEOs of mission agencies were asked to assess the challenges faced by organizations as they engage with local churches in North America. Notably, the top five challenges remained relatively stable from 2019 to 2023, with four of the issues persisting and one new concern entering the forefront—connecting with minority churches.

Among the ongoing challenges, stimulating interest among senior church leadership emerged as the most significant to extreme hurdle for mission agencies. This is indicative of the multifaceted demands placed on senior pastors who not only navigate diverse aspects of shepherding their congregations but also tend to be more insulated and harder to engage with.

Interestingly, there was a noteworthy shift in the perceived difficulty of increasing the number of local church relationships. In 2019, 33% of respondents considered this an extreme challenge, but by 2023, only 14% shared the same view. This drop suggests that mission organizations have made strides in developing strategies, dedicating staff, and enhancing programming to foster direct engagement with local churches.

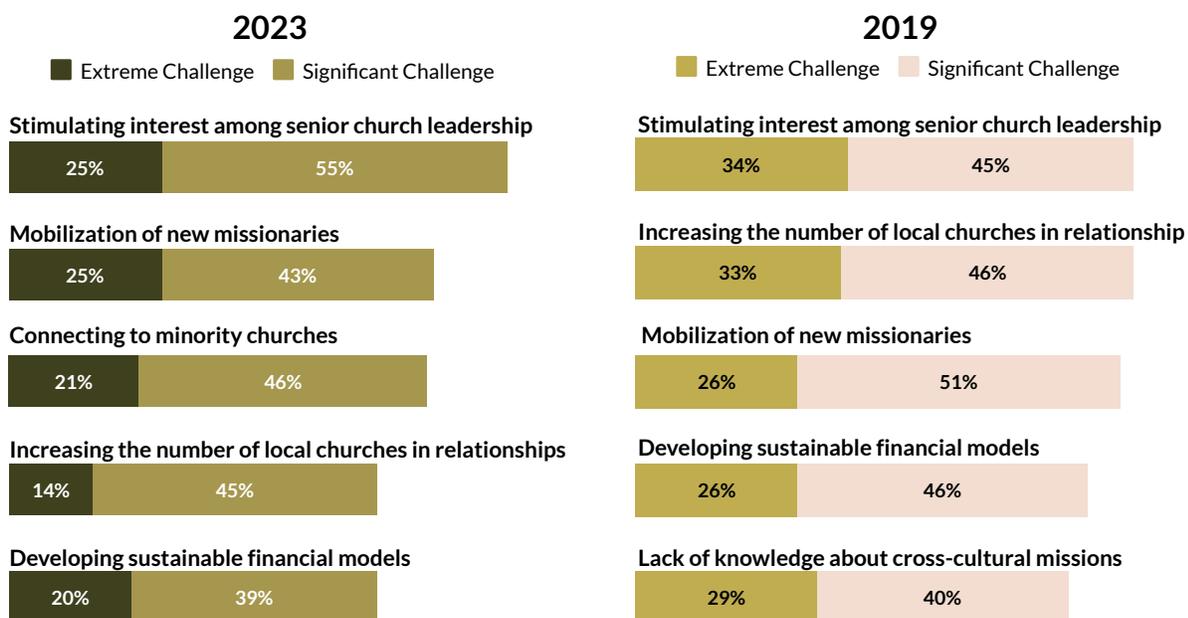
Acknowledging this progress, there remains room for

further improvement. The depth and bidirectionality of the relationship between organizations and local churches play a pivotal role in enhancing impact. Collaborative efforts are essential for both entities to effectively send and support cross-cultural workers.

A positive development is the inclusion of connecting with minority churches among the top five challenges. This underscores a growing awareness of the importance of dialogue and connection in breaking down cultural and racial barriers. Such efforts are crucial for mobilizing all of God’s people to spread the gospel to those who have yet to hear it.

The unbounded nature of the gospel’s commission and application is highlighted, emphasizing that efforts to bridge cultural divides in North America will not only benefit local missions but also contribute to overcoming global challenges in proclaiming the gospel. As organizations continue to navigate these challenges, fostering deeper connections and understanding with local churches, particularly those representing minority communities, will be instrumental in advancing the shared mission of spreading the gospel globally.

Top Five Challenges for Engagement with the Local Church



Q41: “How challenging are the following issues as your organization engages with local churches in North America?”

Level of Challenge the Following Issues Pose for Engagement with the Local Church

Extreme Challenge
 Significant Challenge
 Moderate Challenge
 Slight Challenge
 Not Applicable

Stimulating interest among senior church leadership



Mobilization of new missionaries



Connecting to minority churches



Increasing the number of local churches in relationships



Developing sustainable financial models



Lack of understanding about cross-cultural missions



Ensuring follow through on partnership action points



Developing valued services for the local church



Determining appropriate partnership models



Understanding local church needs in mission



Missionary care



Q41: "How challenging are the following issues as your organization engages with local churches in North America?"

Challenges Engaging the Local Church

This graphic provides a comprehensive snapshot of the perceived challenges in engaging with local churches, offering valuable insights into the priorities and difficulties faced by organizations and their CEOs.

Senior Leadership Interest		Engaging senior church leadership proves to be a substantial challenge for organizations.
New Missionary Mobilization		Mobilizing new missionaries is a complex challenge, requiring efforts to inspire, train, and support.
Connecting to Minority Churches		Establishing connections with minority churches presents a unique set of challenges.
Local Churches Relationship		Expanding relationships with local churches necessitates a delicate balance between quantity and quality.
Sustainable Financial Models		Creating sustainable financial models is a critical challenge.
Cross-Cultural Missions Understanding		The lack of understanding about cross-cultural missions poses a significant challenge.
Partnership Action Follow-Through		Securing commitment and follow-through on partnership action points is a key challenge.
Valued Services for Churches		Providing valued services for local churches is a multifaceted challenge.
Appropriate Partnership Models		Selecting suitable partnership models presents a challenge.
Understanding Local Church Needs		Understanding the unique needs of local churches is a nuanced challenge.
Missionary Care		Providing adequate care for missionaries emerges as a crucial challenge.

Extreme Challenges

Highest Ranking

Lowest Ranking

Stimulating interest among senior church leadership poses a substantial challenge, with 25% marking it as extreme.

Highest Challenge Ranking: 55% rated it significant, emphasizing its importance.

Lowest Challenge Ranking: 0% marked it as a slight challenge.

Mobilizing new missionaries is a complex challenge, marked as extreme by 25%.

Highest Challenge Ranking: 43% rated it significant, highlighting its widespread impact.

Lowest Challenge Ranking: Only 5% marked it as a slight challenge.

Connecting to minority churches presents a unique challenge, marked as extreme by 22%.

Highest Challenge Ranking: 46% rated it significant, underlining its significance.

Lowest Challenge Ranking: Only 7% marked it as a slight challenge.

Increasing relationships with local churches is a moderate challenge, marked as extreme by 14%.

Highest Challenge Ranking: 45% rated it significant, emphasizing its overall importance.

Lowest Challenge Ranking: 30% rated it as a moderate challenge.

Developing sustainable financial models is marked as an extreme challenge by 20%.

Highest Challenge Ranking: 39% rated it significant, reflecting its financial impact.

Lowest Challenge Ranking: Only 5% marked it as a slight challenge.

Lack of understanding about cross-cultural missions is marked as extreme by 16%.

Highest Challenge Ranking: 34% rated it significant, emphasizing cultural awareness.

Lowest Challenge Ranking: Only 13% marked it as a slight challenge.

Ensuring follow through on partnership action points is marked as an extreme challenge by 7%.

Highest Challenge Ranking: 43% rated it significant, highlighting the importance of commitment.

Lowest Challenge Ranking: Only 5% marked it as a slight challenge.

Developing valued services for local churches is marked as an extreme challenge by 11%.

Highest Challenge Ranking: 37% rated it significant, underscoring the need for meaningful services.

Lowest Challenge Ranking: Only 4% marked it as a slight challenge.

Determining appropriate partnership models is marked as an extreme challenge by 4%.

Highest Challenge Ranking: 39% rated it significant, emphasizing the need for suitable models.

Lowest Challenge Ranking: Only 2% marked it as a slight challenge.

Understanding local church needs in mission is marked as an extreme challenge by 2%.

Highest Challenge Ranking: 45% rated it significant, underscoring the importance of alignment.

Lowest Challenge Ranking: 27% rated it as a moderate challenge.

Missionary care is marked as an extreme challenge by 2%.

Highest Challenge Ranking: 52% rated it significant, emphasizing the critical role of care.

Lowest Challenge Ranking: 14% rated it as a slight challenge.

Church Relationships

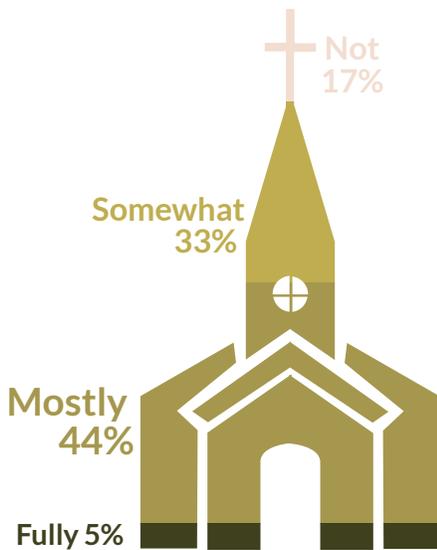
When CEOs were questioned about the preparedness of their organizations for potential changes in the realm of local church relationships, a mere 5% expressed confidence in being fully prepared. This stark statistic underscores the prevailing sentiment that there is significant room for growth and adaptation, especially as local churches undergo transformations in an era marked by social changes and a decline in mission knowledge and engagement.

The repercussions of this lack of preparedness are anticipated to reverberate through the internal staffing and programming of mission agencies over the next three years. The imperative to listen to and engage with local churches is becoming increasingly apparent. Mission organizations can no longer adopt a passive role as silent partners supporting church-sent missionar-

ies; instead, they must actively collaborate with local churches, providing them with new tools and resources to stay connected to global awareness and mission objectives.

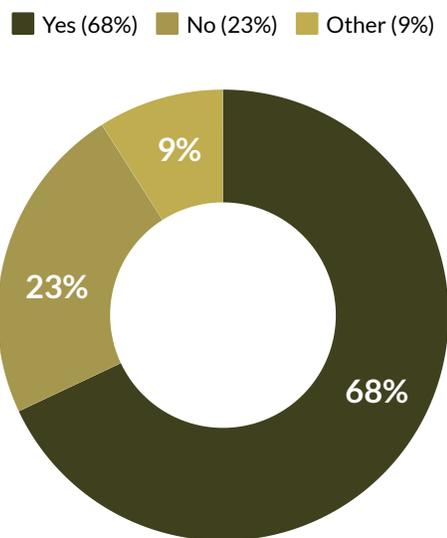
The perspective on local churches as external forces impacting mission organizations suggests that more emphasis should be placed on understanding the trajectory of the North American church. This trajectory is poised to have a substantial influence on the cultivation of the next generation of cross-cultural workers and the requisite support systems needed for their global deployment. While 44% of CEOs acknowledge a high to great impact on their organizations, it is crucial to recognize that all mission organizations will be affected by shifts within local churches, as these organizations often exist downstream from the local church in the mission ecosystem.

Organizational Preparation for Change with Local Church Relationships



Q39: "How prepared is your organization for potential change in the following areas?"

Percentage of Organizations with Staff Focused on Building Relationships with Partner Churches



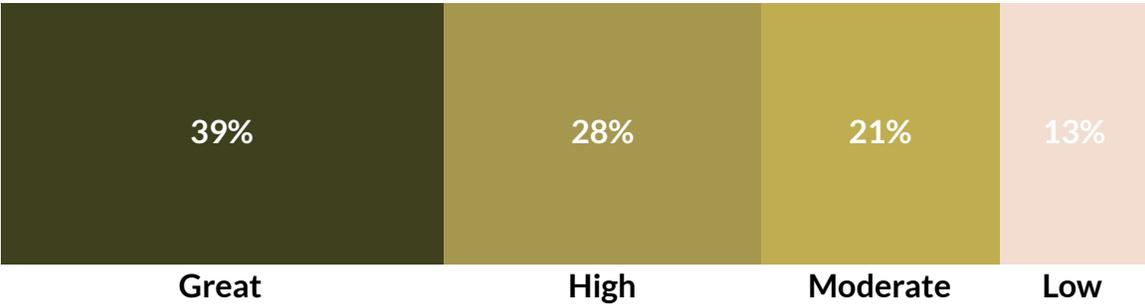
Q42: "Do you have staff focused on building relationships with partner churches?"

49%
of organizations
facilitate a gathering for
their partner churches

As the landscape of local church dynamics continues to evolve, mission agencies must be proactive in adapting their strategies, fostering collaboration, and staying attuned to the changing needs and priorities of local churches. Recognizing the interconnectedness between mission organizations and local churches will be pivotal in navigating the challenges and opportunities presented by the evolving nature of global missions in the contemporary context.

Internal Issues

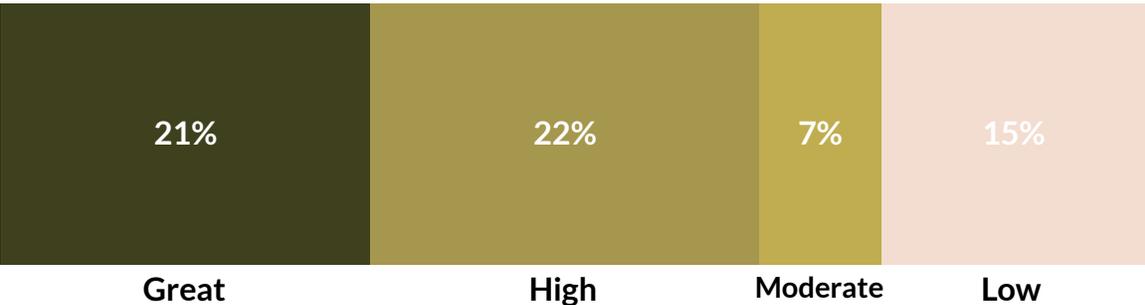
Level of Impact Local Church Relations Will Have on Organizational Development over the Next Three Years



Q38: "Rate the level of impact the following internal issues will have on your organization's development over the next three years."

External Forces

Level of Impact Local Church Relations Will Have on Organizational Development over the Next Three Years



Q40: "Rate the level of impact the following external forces will have on your organization's development over the next three years."

Global Engagement

A notable shift in the perspectives and realities of CEOs is emerging concerning the placement of workers among diaspora populations within North America and the anticipated impact of migration and demographic trends on organizations in the coming three years. This transformation is likely influenced by a confluence of factors, including the global pandemics and heightened turmoil witnessed worldwide during the last three years.

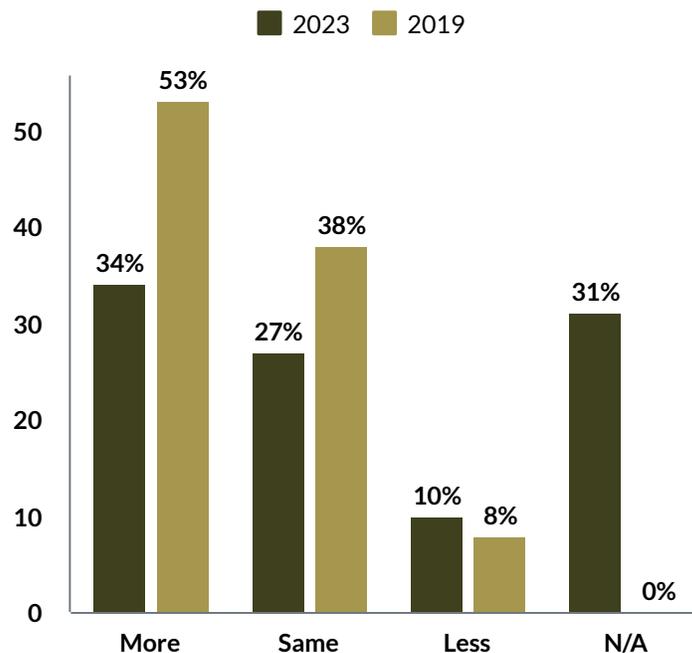
The dynamics of this shift are further complicated by the evolving U.S. perspectives on immigration, shaped by the politicalization of the topic and the influential role of media coverage. Nevertheless, one undeniable truth remains—nations are on the move. The dispersion of populations seeking peace and opportunity has expanded

access to various people groups, prompting many organizations to pivot and intentionally place workers among diaspora communities in North America and Europe.

In response to these changing dynamics, there is a growing need for innovative approaches to cross-cultural engagement. As the nations continue to move, the church and mission organizations must adapt to effectively engage with diaspora communities. Despite the political complexities surrounding immigration issues, new opportunities are emerging for the church to play a vital role in engaging with the nations in places where there may be fewer restrictions.

This juncture presents a compelling opportunity for deeper collaboration between local churches and mission organizations. Working

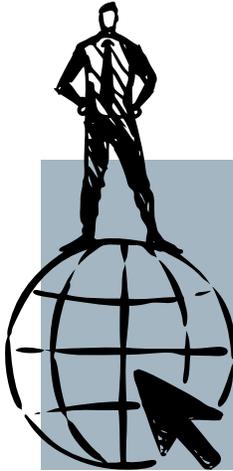
Three Year Change in the Percentage of Workers Among Diaspora in North America



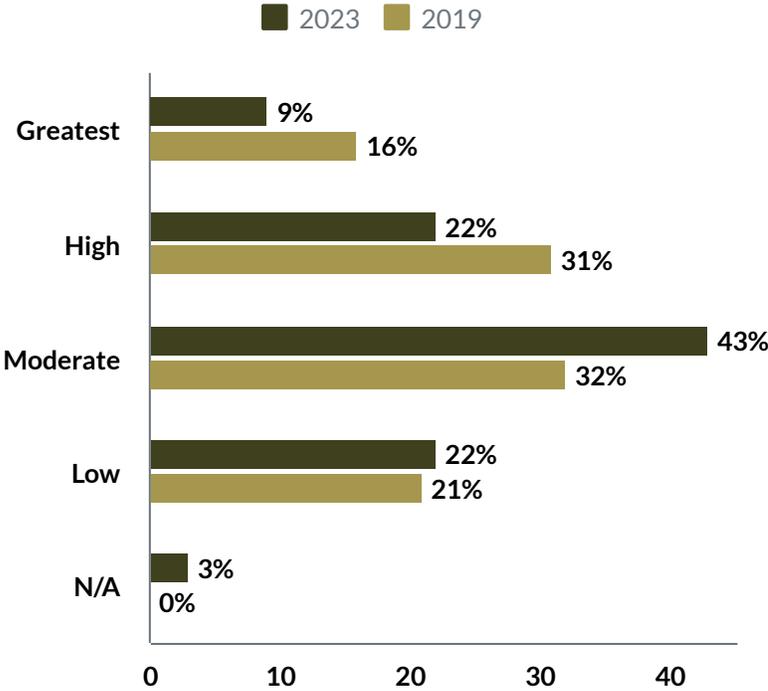
Q31: "Compared to three years ago (prior to Covid19), please rate how your organization looks today in terms of..."

together, these entities can provide training and equipping initiatives to empower individuals and communities to engage with the nations in their neighborhoods. By fostering awareness and understanding, this collaborative effort seeks to facilitate cross-cultural gospel proclamation in a context where there is potential for impactful and transformative outreach.

In essence, the shifting landscape of diaspora populations in North America presents a unique opening for the church and mission organizations to join forces, transcending political divides, and embracing the opportunity to actively participate in global missions within their local communities. As the nations continue to move, these collaborative efforts become essential for creating meaningful connections and facilitating the spread of the gospel in diverse and evolving cultural contexts.



Degree of Impact Migration and Demographic trends will Have Over the Next 3-5 Years



Q40: "Rate the level of impact the following external forces will have on your organization over the next 1-3 years."



Michelle Atwell
CEO and US Director
Send International
send.org

Michelle Atwell, the first female CEO and US Director of the US Office of SEND International since June 2017, leads the strategic vision and oversees operations in line with SEND's global mission. Based in Detroit, she manages 30 staff members and coordinates over 300 US missionaries across 27 countries, utilizing a budget of nearly \$18M to enhance gospel access. With over two decades of experience in Midwest ministries and nonprofits, Michelle holds a Master's Degree in Public Affairs and Non-Profit Management from Indiana University. Having served on SEND US's Board of Directors, she passionately advocates for global missions, a commitment sparked at Urbana in 1996, leading to extensive travel on behalf of SEND International. Living in metro Detroit with her husband, Joe, and two teenage children, Michelle finds joy in running, reading, and cherished family moments during her free time.

Navigating the Future

Encouragement from Haggai during times of change.

As the North American missions enterprise continues to grapple with changes on the horizon, every ministry leader must be willing to overcome the gravitational pull of doing what has always been done and help keep their teams from getting stuck in the past. While this is not an easy task, the book of Haggai has some encouragement as we contend for the gospel around the world.

To set the stage, recall in the book of Haggai that God's people had returned from exile to Jerusalem so that they could rebuild the temple. Well, they didn't do it. They started, then stalled out when things got hard. In fact, they procrastinated, they changed their priorities, let fear drive their inability to take risks and then when they finally got back to work, some of the Lord's people began to complain that what they were building wasn't as great and glorious as what they had in the past. Does this sound familiar?

Here are three encouragements that we can draw out from Haggai 2:1-9 and apply to our teams as we confront the difficulty of managing change in our ministries.

- Don't let the past hinder your work in the present
- Look for God's abundant grace
- Innovate and dream for His glory

In the first encouragement recognize that in change management, we are often starting from a place somewhere in the quadrants of past glory or the realities confronting us and aiming to that quadrant of future glory—the place of thriving, growth and dreaming. Along this axis, a tension exists of pulling toward the past and pushing toward the future which can cause your teams to get stuck just like the Israelites. To get unstuck we must heed God's word through the prophet ... be strong, work because his Spirit is with them, and don't be afraid.

The next encouragement is to look for God's abundant grace because it shifts our mindset from one of scarcity to one of abundance. God owns all the resources. We should

celebrate changes, even if small and humble, because it's evidence of God's provision and more importantly, of his presence with us.

You see, when the Lord tells his people through Haggai that He will "fill this place with his glory" he is saying that he is giving the gift of his presence, that was of more worth than any grandeur of the temple. We aren't in the business of building institutions, we are in the business of ensuring God's deep, abiding presence in the hearts of his people around the world.

The final encouragement is to make room for dreaming and innovation for the sake of God's glory among the nations. God is making all things new in his plan for redemptive history. This gives us incredible freedom – to try new things, to fail, and yes, even to succeed so more might call upon the name of Jesus. We don't have to be stuck or paralyzed by fear of an uncertain future. Jesus will return and His glory will be on full display as the nations are gathered together worshipping Him. ↗

Every ministry leader must be willing to overcome the gravitational pull of doing what has always been done and help keep their teams from getting stuck in the past.

—Michelle Atwell

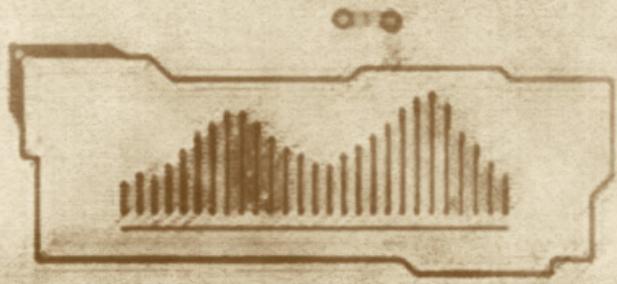


6

MISSION FINANCES

S E C T I O N S I X

10



R



10



Funding Strategies

The following pages delve into the critical realm of CEO perspectives on mission financing, where the collective influence of this group surpasses an impressive \$884 million in total income allocated for global missions. The spectrum of participating organizations is wide-ranging, encompassing entities with incomes as modest as \$149,000 and soaring up to those exceeding \$200 million annually. The majority, constituting the largest group, falls within the \$2 million to \$4.9 million range in terms of annual income.

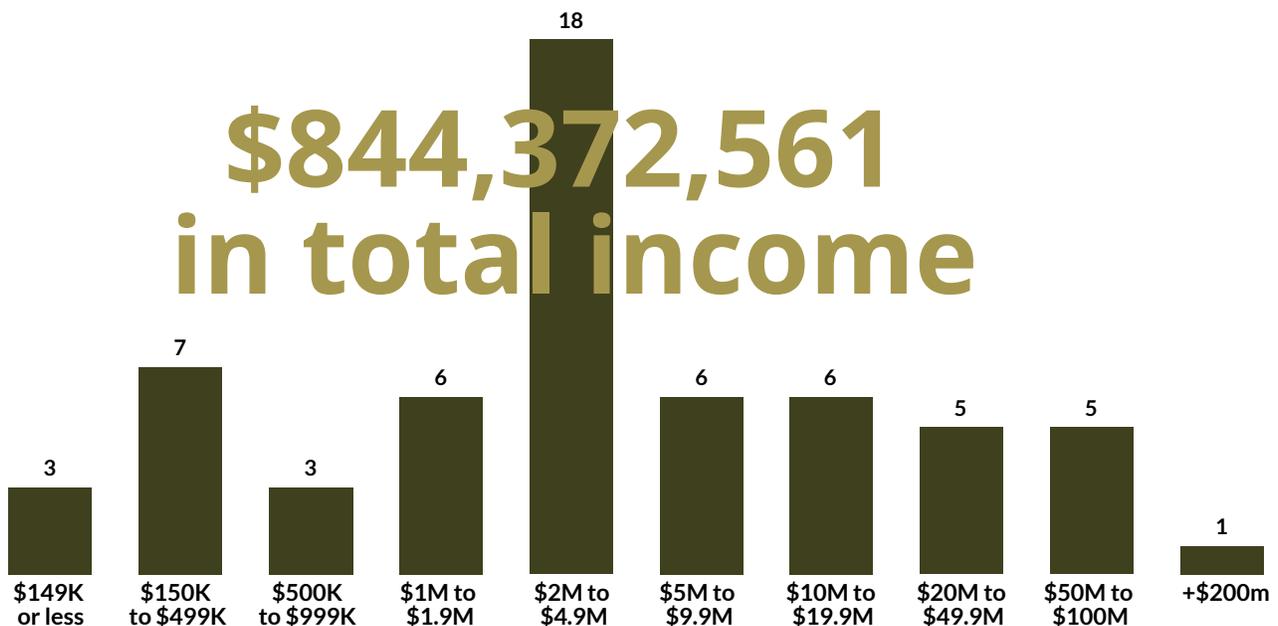
A striking revelation emerges from the survey: 71% of CEOs express a high to extreme need for addressing the economic engine that governs how expenses are paid and income is generated over the next three years. This urgency is propelled by evolving dynamics in change generation, shifting perspectives on giving, coupled with the challenges of increased inflation and decreasing mission awareness and advocacy. This multi-

faceted reality calls for innovative thinking and novel approaches in funding global mission work.

Interestingly, only 31% of CEOs perceive revenue growth as an extremely useful indicator of organizational progress. However, a resounding 84% acknowledge that they measure and actively respond to revenue growth as a key marker of their organization’s health and sustainability.

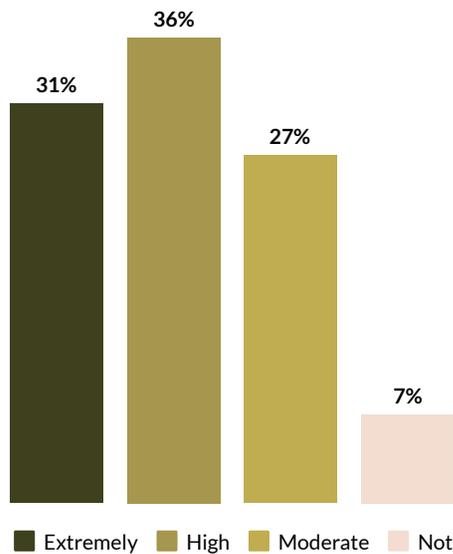
The survey further illuminates the dynamics within board meetings, revealing that 82% of CEOs spend a quarter or less of their time discussing finances during these sessions. Alarming, 24% of CEOs report spending no time discussing fundraising at board meetings. Recognizing the need to equip boards with a nuanced understanding of the financial engines driving mission organizations, it becomes imperative for boards to advocate for their organizations within their social networks. Increasing the regional diversity of board members is as a strategic move to widen

Total Income of Fifty-Nine Participating Organizations



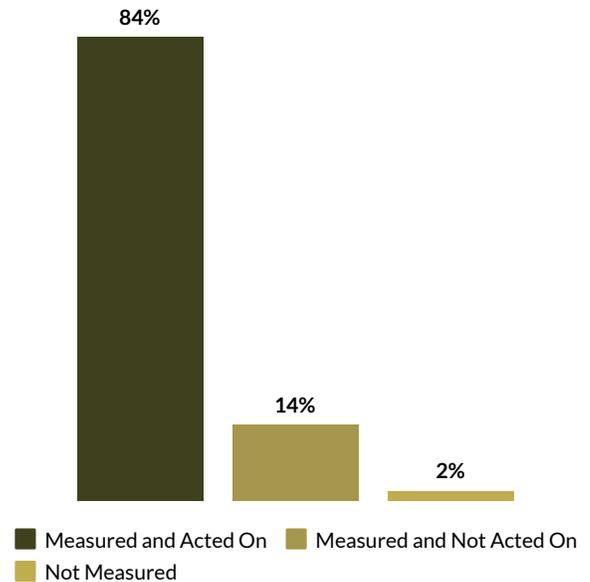
Q15: "What is your organization's annual income? (Please answer in USD)"

Usefulness of Revenue Growth as a Marker of Organizational Progress



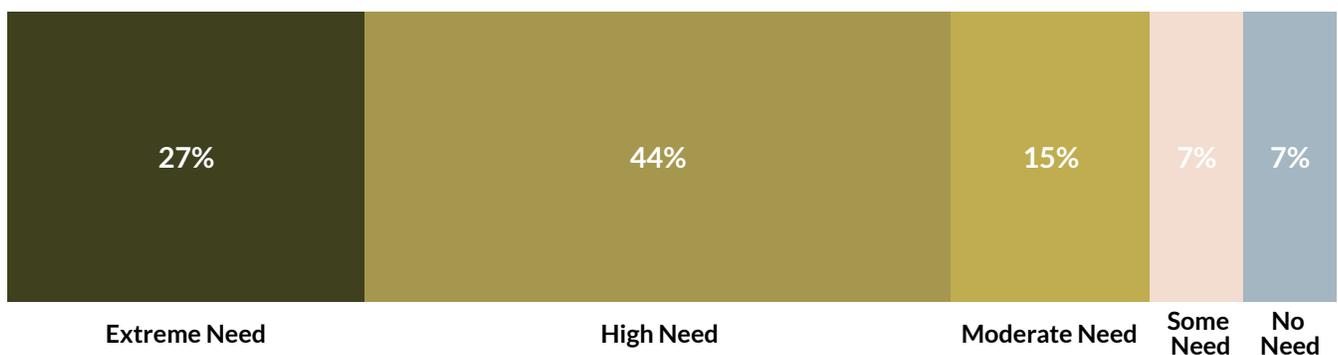
Q32: "How useful would you consider the following as a marker of your organization's progress?"

Degree to Which Revenue Growth is Measured and Acted On



Q33: "And, to what degree does your organization measure and act upon these markers?"

The Level of Needed Innovation in the Economic Engine of How Expenses Are Paid or Income Generated in the Next Three Years



Q34: "Innovation in Missions: Rate the level of needed innovation for the following items in mission's over the next 1-3 years."

MISSION FINANCES

The faithful leaders know that organizational assets are to be deployed in the service of the organization and its mission, and are to be invested and managed so that the wealth of the organization grows. This is not because we lead with the ultimate goal of financial growth, but because financial growth is needed if the organization is to fulfill its mission and extend its reach.

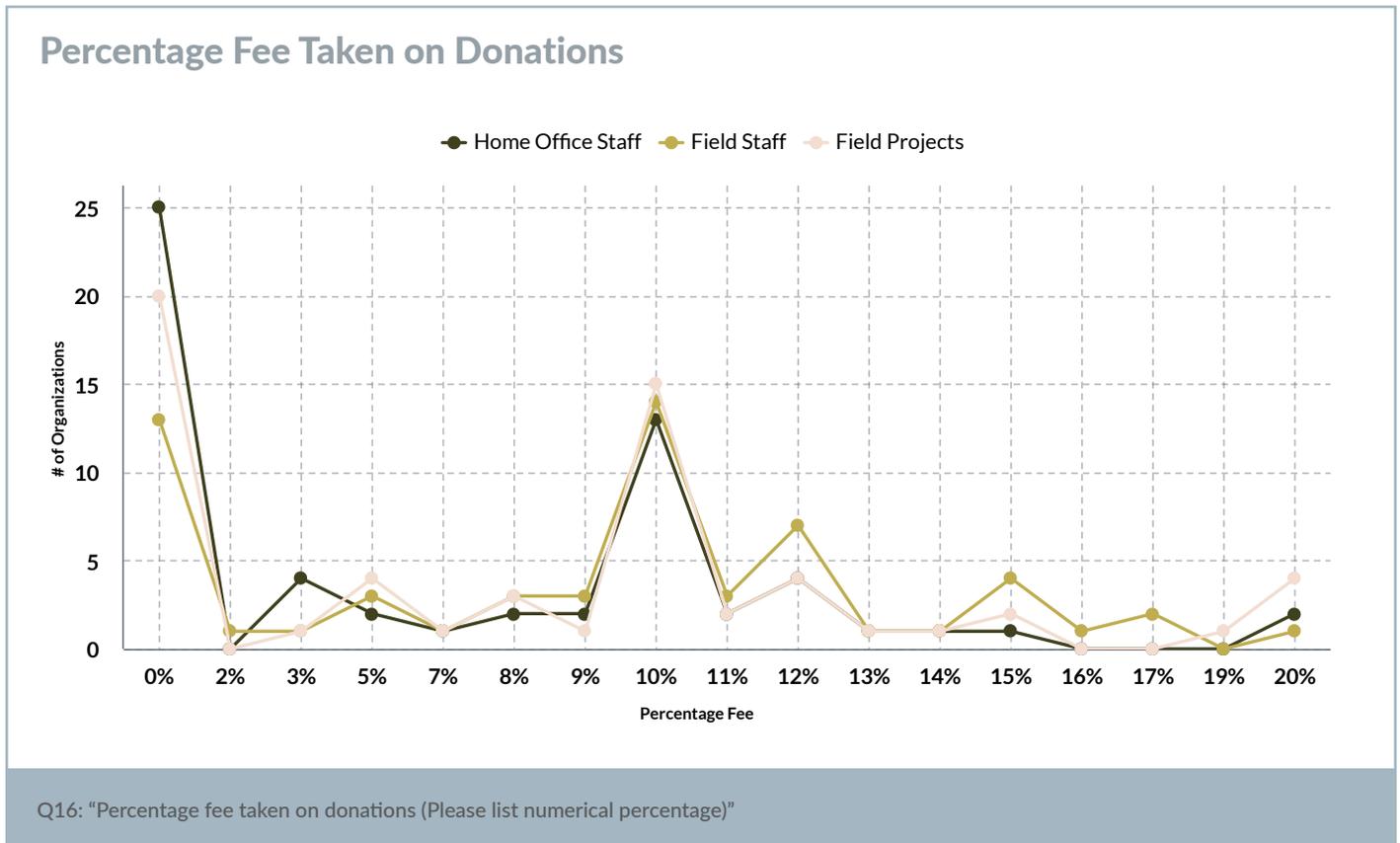
—Al Mohler
The Conviction to Lead

networks and amplify organizational support.

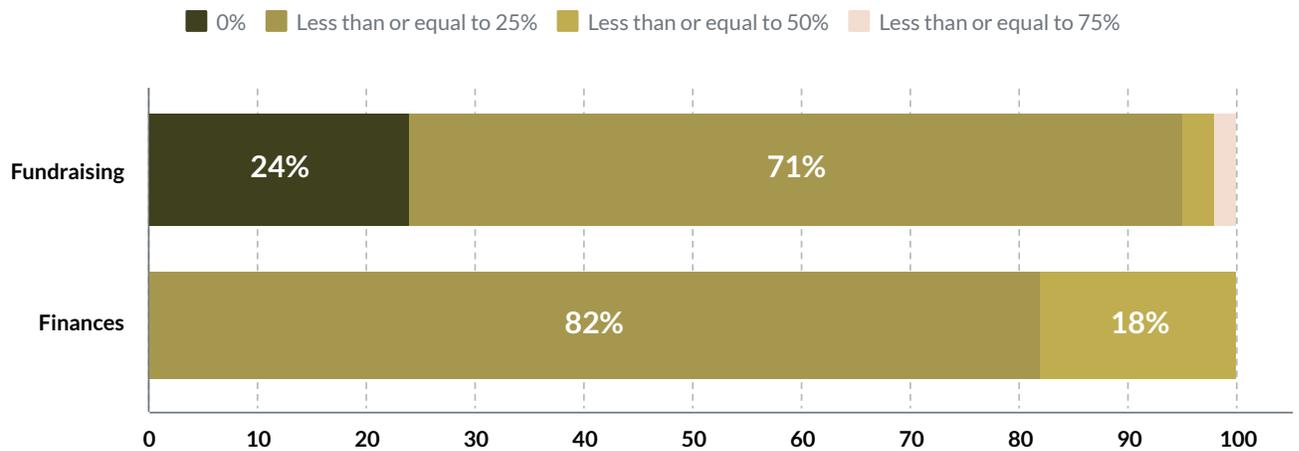
Notably, the survey sheds light on the fee structures employed by organizations. While the average percentage fee on home office, field staff, and field projects is 10%, it is intriguing to note that 25 organizations take a 0% fee cut on home office staff donations, and 20 organizations take a 0% cut on field staff donations. A subset of organizations applies fees greater than 10%, with spikes noted at 12%, 15%, and 20%.

Turning the focus to support raising for home office staff, both full and part-time, who engage in raising support, the survey reveals a diverse landscape. Eleven percent reported that 0% of their staff raise support, while 33% raise 1-25% of their support, 21% raise 26-50%, 16% raise 51-75%, and 18% raise 76-100% of their needed salary through support. Despite the broad variation among staff and organizations, a notable 89% of organizations report that their staff engage in some form of support raising.

The CEO perspectives on mission financing offer a snapshot of the challenges and opportunities within the mission sector, emphasizing the need for innovative strategies, financial acumen, and board engagement to navigate the complex landscape of global mission funding.



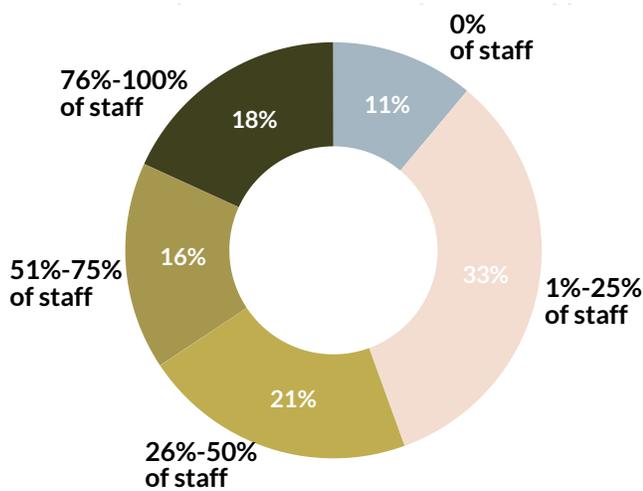
Amount of Time Spent at Board Meetings on Financial Topics



Q29: "What percentage of your time do you spend at board meetings on the following topics?"

Approximate Percentage of Home Office Staff (full and part-time) who Raise Personal Support

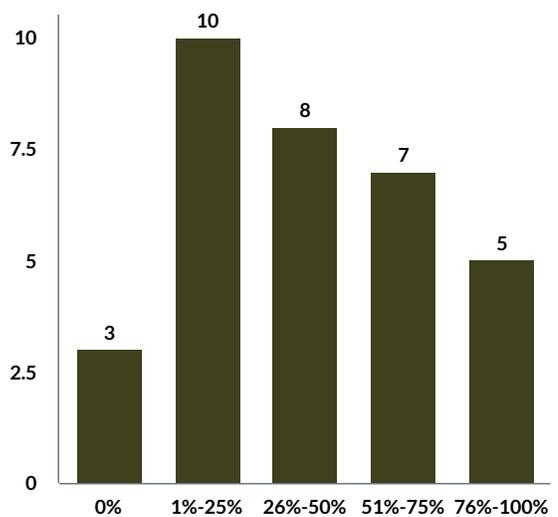
All Respondents



Q14: "Approximately what percentage of your home office staff (full and part-time) raise personal support?"

Approximate Percentage of Home Office Staff (full and part-time) who Raise Personal Support

Sending Agencies



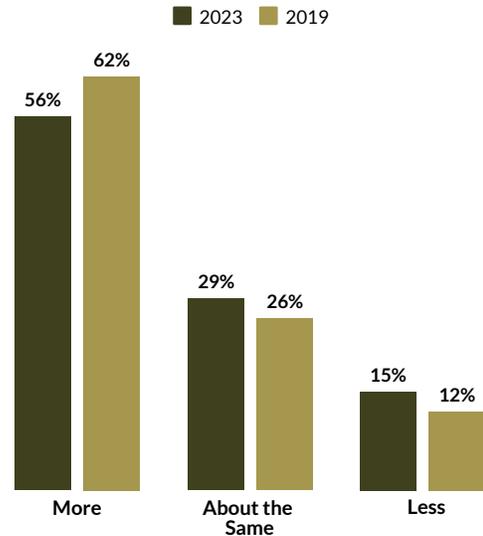
Q14: "Approximately what percentage of your home office staff (full and part-time) raise personal support?"

Challenges in Missions Funding

In 2023, the landscape of challenges facing CEOs and organizations in their pursuit of support for global missions reveals a more evenly distributed array of concerns among the 11 potential issues impacting mission funding. The top five challenges have undergone a subtle shift, with increased administrative costs taking the lead at 49%. Following closely are difficulties in raising support for majority world initiatives at 46%, generational giving tendencies at 41%, the impact of increased living costs on the field rising to 35%, and a resistance to raising support from US/CA personnel rounding out the top five at 34%.

This nuanced shift sparks a significant conversation around the sustainability of the current mission model. Encouragingly, 56% of CEOs report an increase in revenue since 2019, while 29% indicate stability, and 15% report a decrease in revenue over the last three years. While the majority expe-

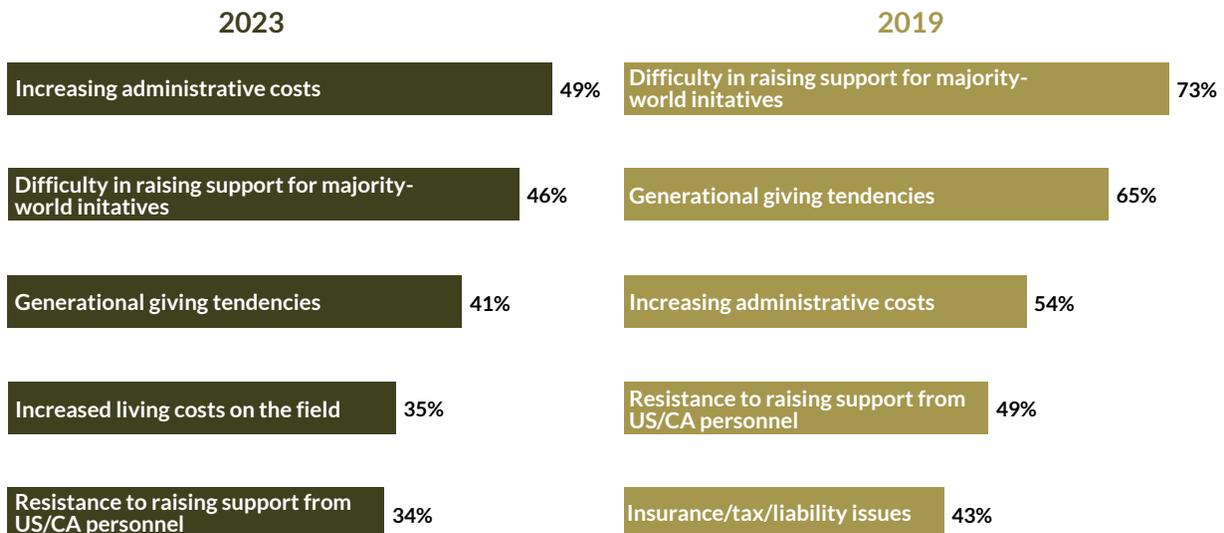
2023 Revenue vs 2019 Revenue



Q31: "Compared to three years ago (prior to Covid19), please rate how your organization looks today in terms of..."

Level of Challenge These Issues Pose for Exploring New Models of Financing Missions

Ranked by extreme and significant challenge scores combined

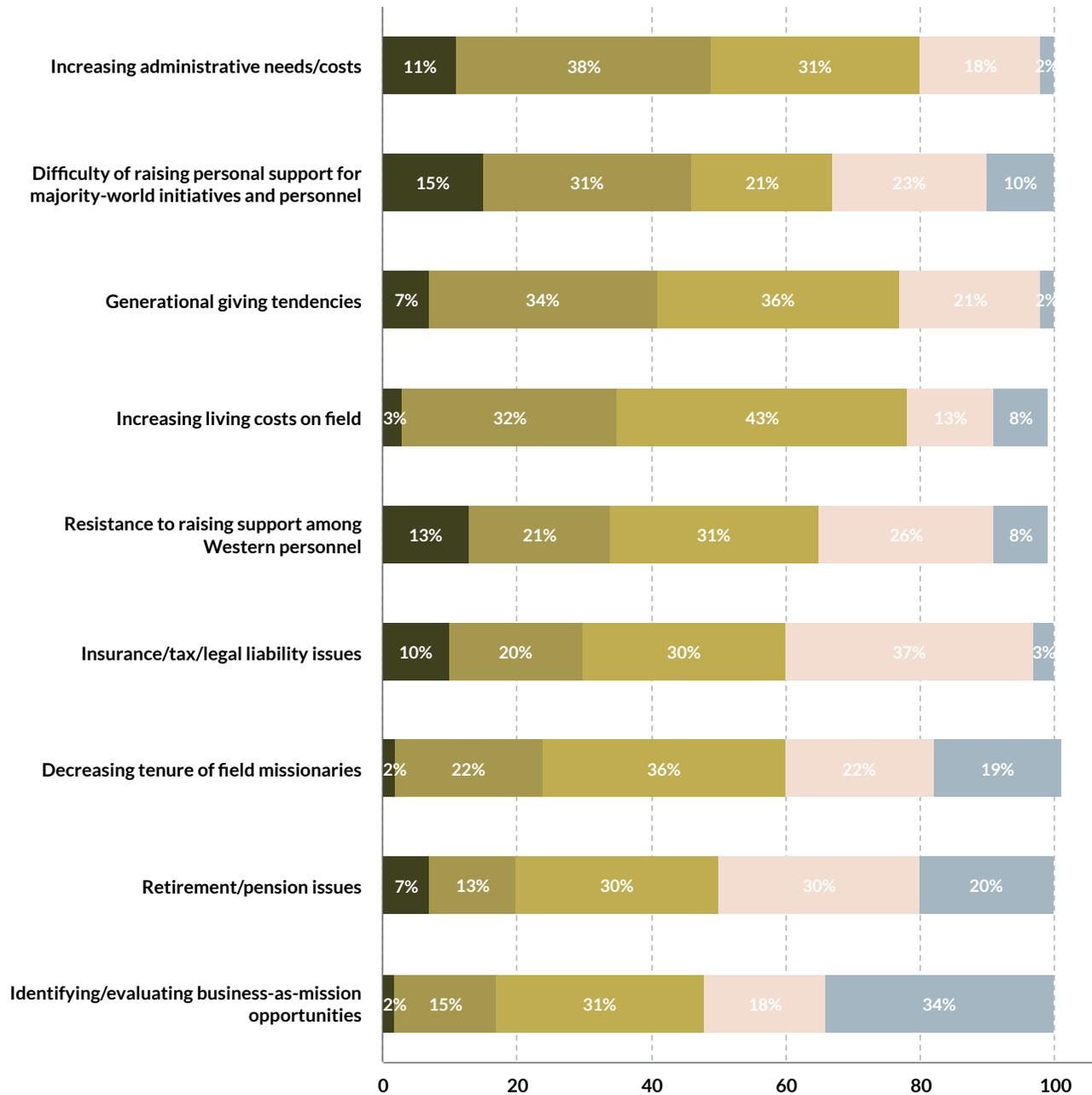


Q13: "How challenging are the following issues as your organization explores new models for financing mission?"

Level of Challenge These Issues Pose for Exploring New Models of Financing Missions

Ranked by extreme and significant challenge scores combined

■ Extreme Challenge ■ Significant Challenge ■ Moderate Challenge ■ Slight Challenge ■ Not Applicable



Q13: "How challenging are the following issues as your organization explores new models for financing mission?"

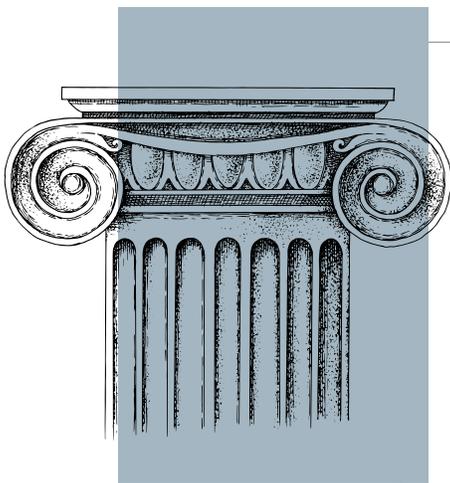
38%

of CEOs believe that donor relationships will have the greatest impact on their organization's development over the next three years.

riencing growth is uplifting, the challenges in raising support for staff pose a multifaceted dilemma. Not only does it impact the bottom line income, but it also limits the potential expansion of networks to attract donors for the general needs and projects of organizations.

This scenario places heightened pressure on development staff to secure larger sums of money to fund administration and operational needs, supporting staff and activities both in the home office and around the world. The reality of an escalating financially raised goal each year, while seemingly necessary, may reach a point where it becomes unattainable. In response to this challenge, some organizations are experimenting with innovative strategies such as consolidation, collaboration, and unique partnerships. These initiatives aim to minimize back-office administrative expenses and explore shared staff for recruitment and mobilization efforts.

Implementing such innovations is not without its challenges, requiring a willingness to release elements of organizational identity and invest time and effort. However, these endeavors may prove essential in establishing a robust financial foundation that can continue to support the ongoing need for gospel proclamation among the nations. The conversation surrounding the sustainability of the mission model underscores the need for adaptability, creative solutions, and collaborative efforts to navigate the complex landscape of mission funding in the evolving context of the future.

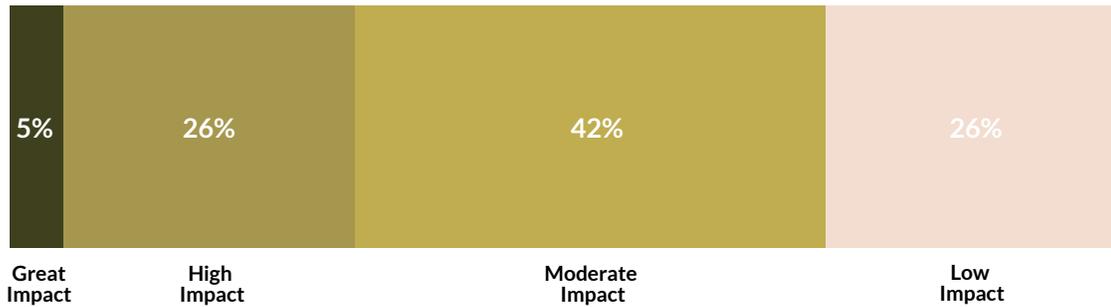


Organizational Health Questions on Finances:

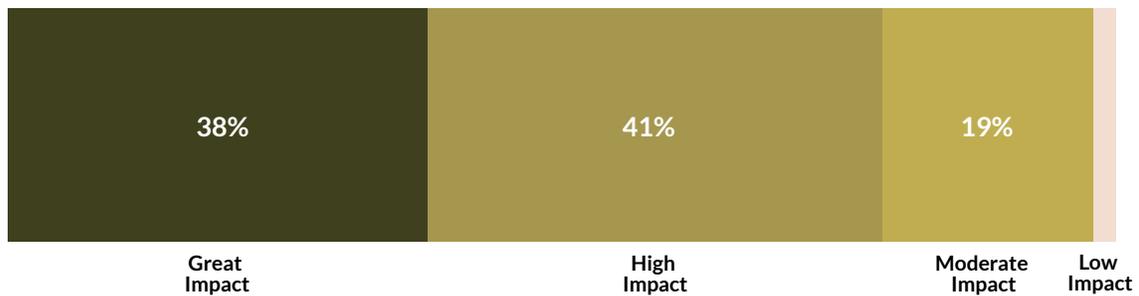
- Do we have a valid, sustainable funding model?
- Are our sources of funding diversified, including both small and large donors, with no dangerous dependencies?
- Are fundraising costs reasonable?
- Is there a publicly accessible audit of our financial records?
- Is there ongoing financial reporting to the board and management?
- Are staff salaries neither excessive nor inadequate?

Rate the Level of Impact the Following Internal Issues Will Have On Your Organization's Development over the Next Three Years

Compensation and Benefits



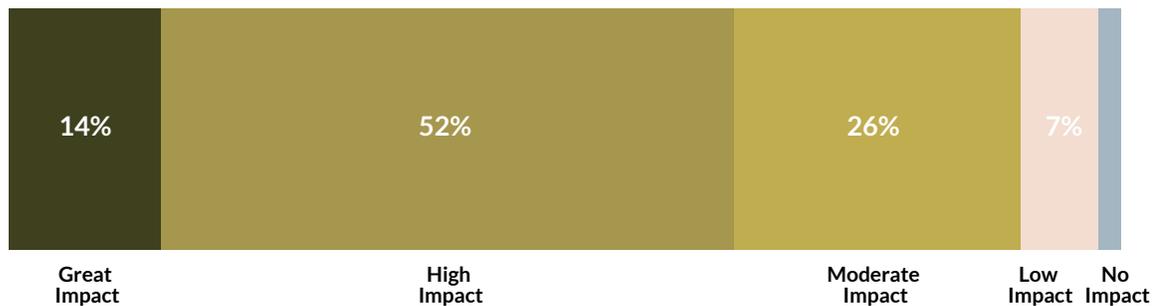
Donor Relationships



Q38: "Rate the level of impact the following internal issues will have on your organization's development over the next three years."

Rate the Level of Impact the Following External Forces Will Have On Your Organization's Development over the Next Three Years

Global Economy and Finance

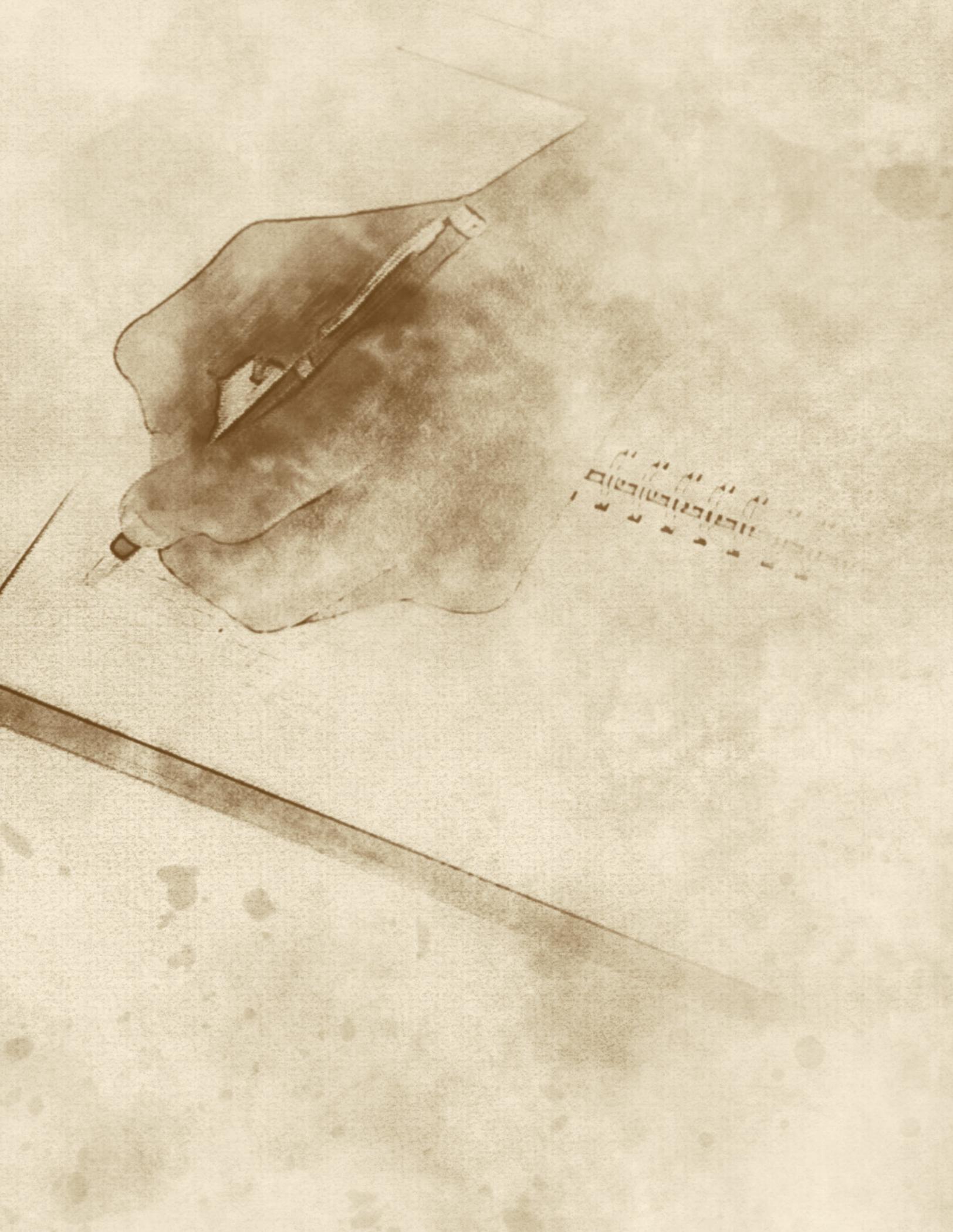


Q40: "Rate the level of impact the following external forces will have on your organization's development over the next three years."

7

SURVEY
STATISTICS

SECTION SEVEN

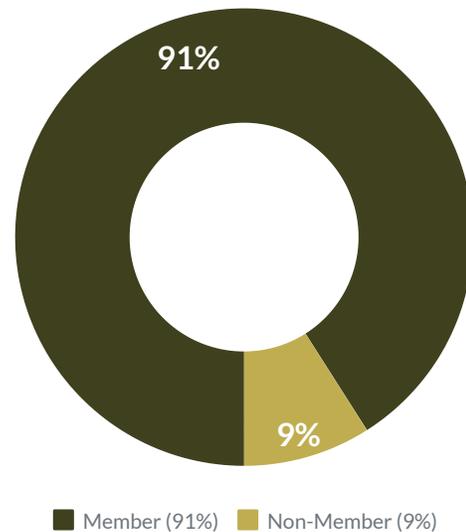


Highlights

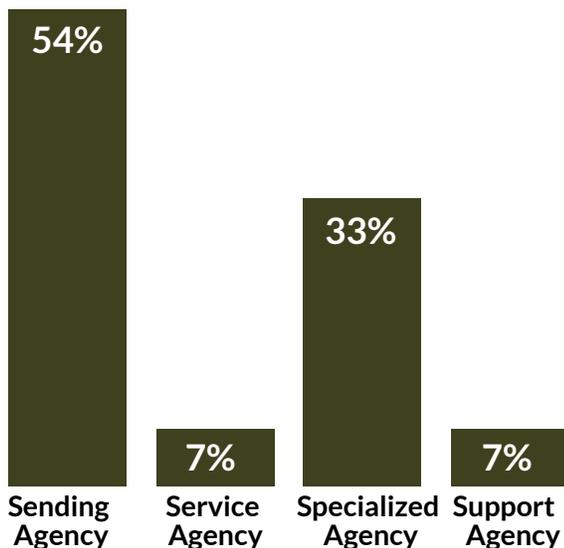
The CEO survey conducted this year drew participation from a substantial cohort of 61 leaders, offering valuable insights into the landscape of mission organizations. Impressively, 91% of the participants were members of the austere 327 Missio Nexus member organizations, underscoring the survey’s relevance and influence within this influential association.

Diverse perspectives were brought to the forefront as the survey captured the input of CEOs with distinct organizational affiliations. A majority, constituting 54%, represented mission sending agencies, while an additional 49% hailed from non-denominational mission organizations. Notably, a significant portion, accounting for 32 CEOs (over half of the respondents), belonged to organizations characterized by 100 or fewer staff members.

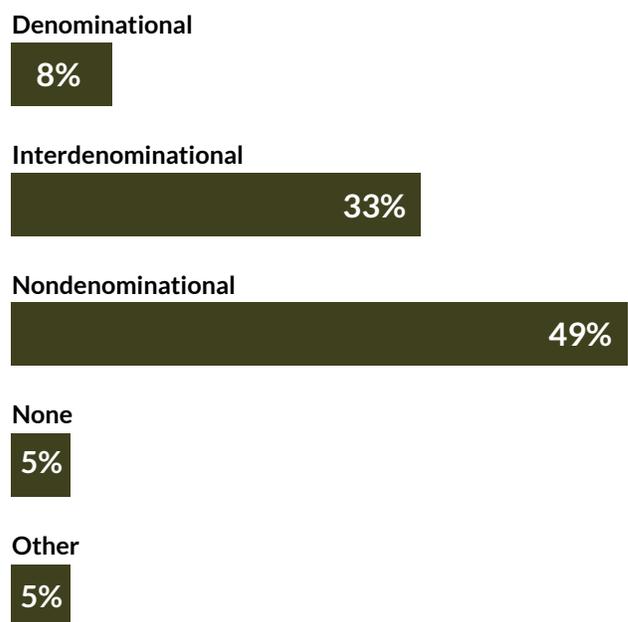
Missio Nexus Members & Non-Members



Types of Participating Organizations



Organizational Affiliation



It is worth highlighting that this diverse group of CEOs collectively represents a formidable force in the mission landscape. Their organizations, though varying in size and structure, cumulatively employ over 15,000 staff members dedicated to the cause of direct support for church planting, evangelism, and discipleship among diverse nations. This emphasizes the far-reaching impact and collaborative strength of these mission organizations, each contributing to the collective effort of advancing the mission's cause on a global scale.

The survey results, shaped by the perspectives of these CEOs, provide a nuanced and comprehensive understanding of the challenges, priorities, and strategic considerations within the mission sector. The rich tapestry of experiences and insights brought forth by this diverse group contributes significantly to the ongoing dialogue and development of effective strategies for advancing the mission and spreading the gospel worldwide.



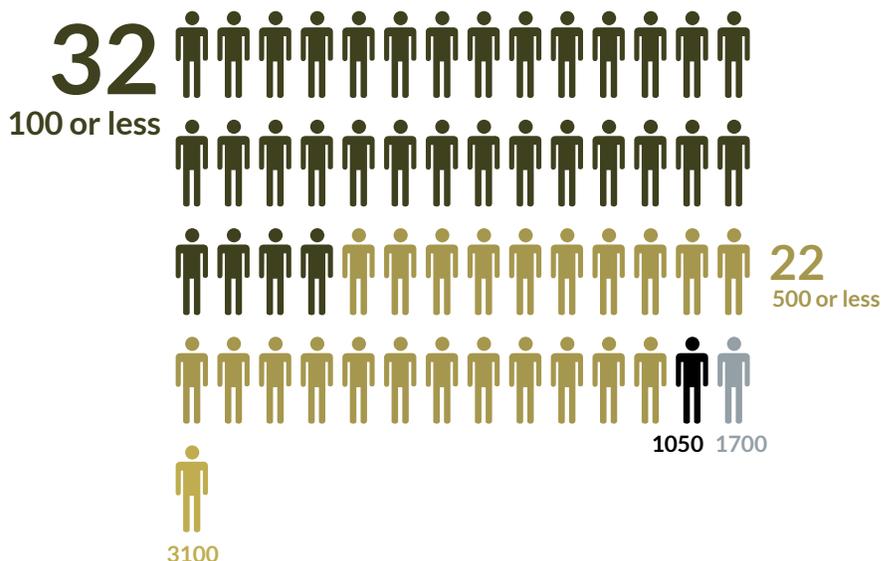
Total Field and Home Office Staff

61 Organizations Provided Staff Numbers



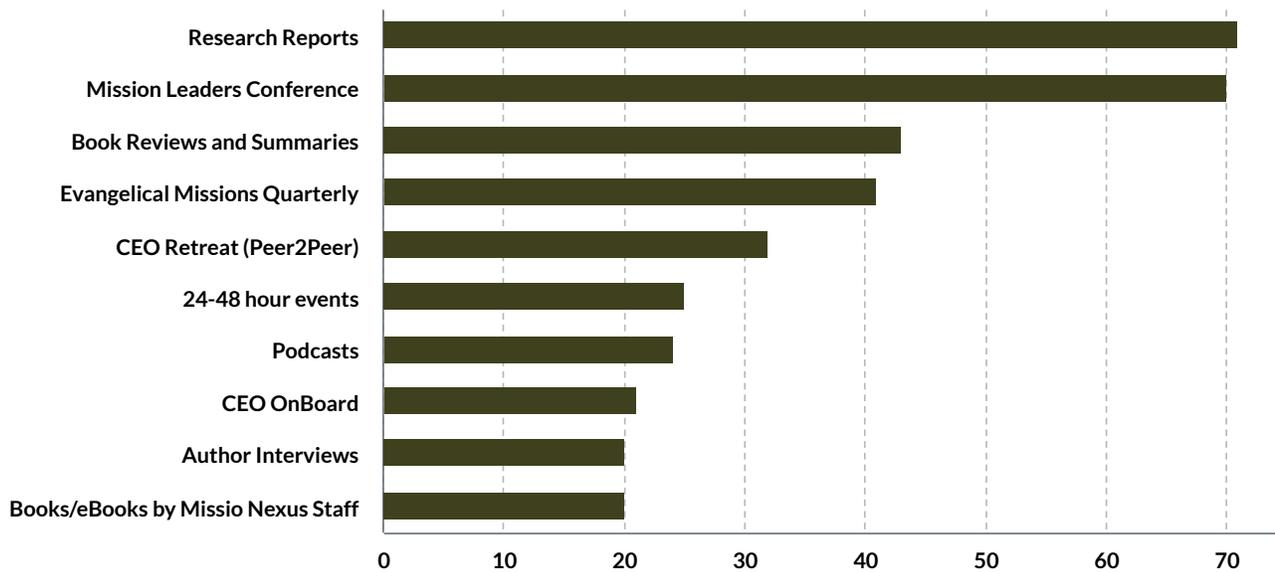
Organization by Staff Size

57 Organizations Provided Staff Numbers





Extremely and Very Beneficial Missio Nexus Resources for CEOs



Membership Benefits

Catalyzing relationships, collaboration and ideas within the Great Commission community.



Learn what you cannot learn anywhere else.



Author Interviews



Cohorts



EMQ



Leader's Edge



Missiographics



OnMission



Podcasts



Research



RightNow Media



Webinars

Meet people you otherwise won't meet.



24 Events



Annual Conference



CEO Retreat



Leadership Events



Roundtable

Engage in a community like none other.



Alliance for Benefits



Emerging Leaders



Mission Advisors



Mission Jobs



OnBoard Course

Join now at MissioNexus.org

8

REFLECTION QUESTIONS

SECTION EIGHT



Questions for the CEO

1. How has your leadership approach evolved in response to the complexities of the past years, considering the challenges posed by global events?
2. With shifts in top priorities for CEOs, how has this evolution impacted your strategic decision-making, and what role do Creativity & Innovation play in the future of your organization?
3. How are you fostering transparent leadership, both internally and externally, within your organization, with Transparency entering the top five priorities?
4. In the face of the accelerated pace of change, how do you approach change management to ensure the foundational grounding of your organization?
5. How do you maintain a healthy work-life balance, and what strategies do you employ to thrive in your leadership role, especially in the context of potential burnout?
6. Have you personally utilized a sabbatical policy, and if so, how did it contribute to your personal and professional development?
7. How does your organization support leaders in maintaining a healthy work-life balance, particularly in relation to the utilization of sabbatical policies?
8. How do you plan to enhance communication channels and provide additional resources to ensure the board has comprehensive insights into both strategic and day-to-day operational matters?
9. What specific initiatives will you undertake to allocate more time and attention to strategic planning and board development during board meetings?
10. How do you plan to prioritize and address the identified organizational priorities over the next 1-3 years, considering the emphasis on creating a collaborative, purpose-driven, spiritually grounded, and innovation-friendly culture?
11. What strategies do you have in place to improve readiness for crisis management, compensation, and adaptability in the business and financial model?
12. How will you navigate external issues, including changing social and cultural values, local church relations, global economic challenges, evolving religious trends, and technological advancements, to ensure the organization's adaptability and strategic foresight?
13. In light of the imperative for innovation and reevaluating the economic engine, what specific strategies do you plan to implement to foster a paradigm shift in how expenses are met and income is generated?
14. How will you facilitate and encourage collective thinking across various mission organizations to address complex challenges and enhance individual effectiveness, given the recognized importance of collaborative problem-solving?
15. How will you lead the organization in redefining its branding and identity to foster a deeper connection with the communities it serves, considering the top priority of innovating the way people experience ministry?
16. How does the organization plan to further diversify leadership roles and support the next generation of women leaders within the mission agency, considering the positive trend of more women assuming leadership positions?
17. How will the organization address the decline in prioritizing active efforts to enhance diversity, particularly in the context of full-time cross-cultural missions, given the positive shift in recognizing ethnic diversity as a marker of progress?
18. What strategies does the organization have in place to reevaluate and strengthen its focus on partnerships as a catalyst for innovation and collaboration, considering the decline in CEOs' engagement in partnerships over the past three years?

Questions for the Leadership Team

1. How has the dynamics within the leadership team evolved in response to the turbulent times mentioned in the text?
2. In the context of change management, how does the leadership team collaborate to maintain core priorities and navigate through constant and unrelenting change?
3. How has the leadership team adapted to virtual work, and what benefits or challenges have been observed in this transition, especially considering the substantial embrace of virtual work by CEOs?
4. How does the leadership team strike a balance between virtual and in-person interactions, considering the varied frequency of virtual engagement mentioned?
5. How does the leadership team actively contribute to catalyzing innovation within the organization, aligning with Creativity & Innovation entering the top priorities?
6. How does the leadership team encourage a culture of innovation and ensure that the organization remains adaptable in an era characterized by constant change?
7. How do you plan to support the CEO in implementing initiatives to create a collaborative, purpose-driven, spiritually grounded, and innovation-friendly culture, aligning with the organizational priorities over the next 1-3 years?
8. How will you address the need for a dual approach, incorporating both qualitative and quantitative methods for data collection to ensure a comprehensive understanding of ministry activities and outcomes, given the disparities in value versus prioritization of markers for organizational progress?
9. How can the leadership team actively contribute to fostering creativity and innovation within the organization, aligning with the recognized high priority for these qualities over the next three years?
10. What initiatives will the leadership team undertake to sustain the heightened focus on assessing the culture of innovation, aiming for transformative impacts on organizational effectiveness?
11. How can the leadership team contribute to fostering a more inclusive environment that harnesses the full spectrum of talent and expertise, especially in terms of diversifying leadership roles within the mission agency?
12. What initiatives does the leadership team plan to implement to bridge the gap between acknowledging the usefulness of diversity and actively fostering it within the organizational framework, considering the positive shift in recognizing ethnic diversity?
13. What role can the leadership team play in actively integrating partnerships into organizational strategies, aligning them with the recognized high to extreme need for innovation, given the decline in CEOs' engagement in partnerships over the past three years?
14. How does the leadership team envision enhancing strategies to address the perceived difficulty of stimulating interest among senior church leadership and fostering bidirectional relationships with local churches?
15. How does the leadership team plan to contribute to the development of innovative strategies for sustaining and growing income to support global mission work, especially in response to the urgent need for addressing the economic engine?

Questions for Board of Directors

1. How does the Board of Directors assess the effectiveness of the CEO's leadership, especially in light of the evolving priorities and challenges outlined in the text?
2. What support mechanisms or policies does the Board have in place to ensure the well-being and effectiveness of the leadership team, particularly in the face of potential CEO burnout?
3. How does the Board contribute to and support the organization's response to external challenges, similar to Nehemiah's leadership in rebuilding the walls of Jerusalem?
4. How does the Board evaluate the impact of sabbatical policies on the overall well-being and performance of the leadership team, taking into account the diverse attitudes among CEOs?
5. In shaping future policies, how does the Board take into account the varied needs and preferences of CEOs when it comes to sabbatical options?
6. How will the board contribute to the organization's adaptability and strategic foresight in navigating changing social and cultural values, local church relations, global economic challenges, evolving religious trends, and technological advancements?
7. How can the board support the organization in addressing the disparities in measuring and acting upon markers for organizational progress, especially in the areas of spiritual maturity and revenue growth?
8. What specific initiatives will the board undertake to strengthen the relationship between CEOs and boards, fostering trust and collaboration for the future success and resilience of the organization?
9. How will the board support the CEO in implementing strategies for the paradigm shift required to reevaluate the economic engine sustaining mission organizations, particularly in light of the recognized extreme to high need for innovation?
10. How can the board actively participate in and support the intentional commitment to assessing and fostering a culture of innovation, understanding its potential to reshape the trajectory of organizational effectiveness on a global scale, particularly in measuring internal innovation?
11. How does the board see itself playing a role in advocating for intentional strategies to foster diversity and ensure alignment of perception with action within the mission organization, especially with regard to the increasing presence of women in leadership positions?
12. How does the board plan to advocate for the reevaluation and strengthening of the organization's focus on partnerships as a catalyst for innovation and collaboration, considering the decline in CEOs' engagement in partnerships over the past three years?
13. What steps can the board take to support the organization in adapting and enhancing strategies for building meaningful relationships with local churches, including minority churches, especially given the challenges in engaging with local churches?
14. How does the board plan to actively engage in discussions about addressing the economic engine of the mission organization, ensuring a nuanced understanding of financial dynamics and advocating for strategies that support sustainability and growth?
15. In light of the recognized imperative for innovation, how can the board support the organization in redefining its branding and identity to foster a deeper connection with the communities it serves, particularly in innovating the way people experience ministry?
16. How will the board address the decline in prioritizing active efforts to enhance diversity, particularly in the context of full-time cross-cultural missions, given the positive shift in recognizing ethnic diversity as a marker of progress?



Member Care and Policies



Training



Response



TeliosLaw.com

855-748-4201
tell@telioslaw.com