

MISSION **TRUE**TM **WORKBOOK**

**A Practical Guide to
Staying on Mission**

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Introduction

What is Mission Drift?

Without careful attention, faith-based organizations will inevitably drift from their founding Mission. Slowly, silently, and with little fanfare, organizations routinely drift from their original purpose, and most will never return to their original intent.

Just how prevalent and powerful is mission drift?

Consider this mission statement of a well-known university: "To be plainly instructed and consider well that the main end of your life and studies is to know God and Jesus Christ." Founded in 1636, this university employed Christian professors, emphasized character formation in its students above all else, and rooted all its policies and practices in a Christian worldview. This school served as a bastion of academic excellence and Christian distinction.

This mission statement, however, is not from Dallas Theological Seminary or Wheaton College.

It's from *Harvard University*.

Today, Harvard is an incredible institution with an unmatched reputation, but it no longer resembles the university its founders envisioned. At the 350th anniversary celebration of Harvard, Steven Muller, former president of John Hopkins University, didn't mince words: "The university has become godless."¹

From Harvard University to food banks, mission drift undermines leaders, charities, and churches around the world. Drift sets in when we least expect it, causing us to lose sight of our Christ-centered witness to a watching world.

But it does not have to be this way.

With clarity and intentionality, Christ-centered organizations around the globe have committed to doing the difficult work of defining, protecting, and championing their core Mission. These are Mission True organizations. They know why they exist and protect their core at all costs. They remain faithful to what they believe God has entrusted them to do. They define what is non-negotiable: their values and purposes, their DNA, their heart and soul.

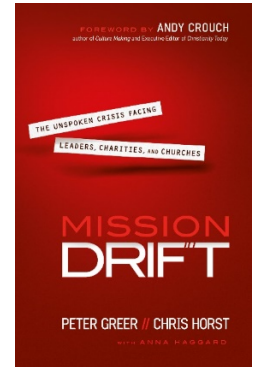
Join us as we embark on a journey to remain Mission True.

Why this Workbook?

Mission Drift emphasizes the unique challenge facing Christian organizations as they seek to remain true to their Christ-centered Mission.

Since *Mission Drift* released in 2014, leadership teams from around the world have shared with us their own experiences with drift and their strategies for remaining Mission True. While it's evident that drift affects organizations across a variety of sectors, we have been energized by the conversations about how to create and maintain flourishing Mission True organizations.

This Workbook serves as an actionable resource for organizations who are seeking to take the next step on their Mission True journey. With practical application, this Workbook explores meaningful case studies and best practices to help organizations protect themselves against drift and remain steadfast in ten focus areas.



Define your Mission:

1. Leadership
2. Clarity
3. Messaging
4. Metrics

Protect Your Mission:

1. Governance
2. People
3. Funding

Champion Your Mission:

1. Excellence
2. Culture
3. Church

Each of these focus areas feature a case study, a series of best practices, and a set of questions designed to guide you and your team as you take steps on your own Mission True journey. At the end of the Workbook, you will have the opportunity to take a self-assessment and create a Mission True action plan to guide next steps.

We recommend going through these chapters with a group and setting aside a half day or full day for the action planning activities provided at the end.

Remaining Mission True takes perseverance, but we pray that as you walk through this Workbook, you may understand more clearly how to define, protect, and champion the Mission God has given you, for His glory.

"Therefore, my beloved brothers, be steadfast, immovable, always abounding in the work of the Lord, knowing that in the Lord your labor is not in vain."

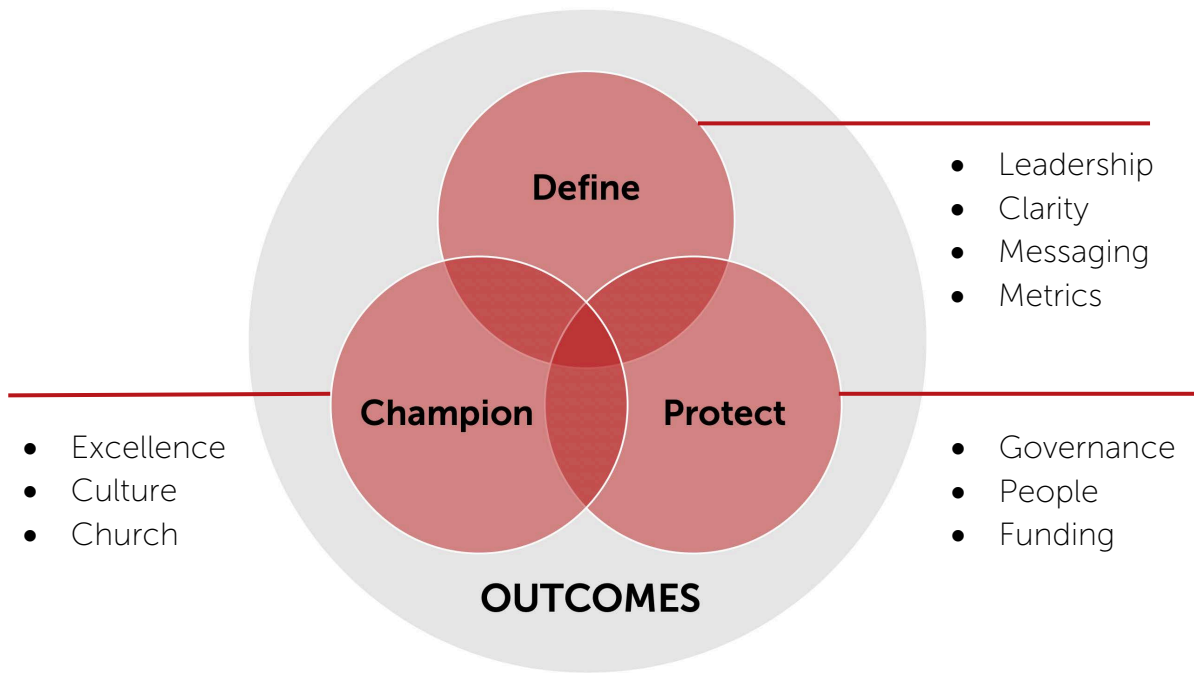
1 Corinthians 15:58

A Framework for Staying Mission True

Throughout this Workbook, we will use the **Define, Protect, Champion framework** to guide the reflections, discussions, activities, and action planning for remaining Mission True.²

- To remain Mission True, organizations must **define** their Mission, vision, and core values. The Christ-centered Mission may originate with the founder or emerge from an intentional decision made later in the organization's life. Clearly communicating the heart of the Mission is essential for others to understand and embrace it.
- To remain Mission True, organizations must **protect** their Mission by building a strong foundation and providing the structure and safeguards to keep the organization on track. Clear boundaries help to ensure that each stakeholder knows how to avoid mission drift.
- To remain Mission True, organizations must **champion** their Mission. If protecting the Mission is your defense, championing the Mission is your offense. These proactive measures ensure that the organization continues to refine and grow in its Christ-centered Mission for years to come.

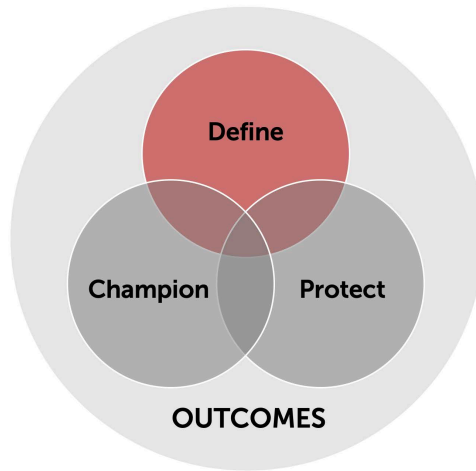
When organizations have taken measures to define, protect, and champion their Mission, they see **outcomes** in culture and staff which reaffirm the organization's commitment to remaining Mission True.



The journey of defining, protecting, and championing your organizational Mission is not always linear. Organizations in their founding generation may successfully champion their Mission, but without properly defining and protecting it, they remain susceptible to drift.

As you embark on your Mission True journey, we invite you to consider your next steps in each chapter to further refine and advance your Christ-centered Mission. As you consider next steps, it may be helpful to think through the 3Ps: policy, practices, and people.

- **Policy:** Referring to everything that is documented (digitally or physically), policy includes the mission and vision statements, core values, founding story or founder's intent statement, governing documents, and more.
- **Practices:** An organization's practices include what is happening day to day: both the activities desired by the leadership and the reality of what is happening.
- **People:** Unlike the first two input categories, the people of an organization are an outcome. The people category assesses the staff and board members' awareness, understanding, and commitment to the Mission.



DEFINE

Chapter 1: Leadership

While all of the topics in this Workbook are essential to remaining Mission True, none is more critical than the heart of the leader. The often-quoted proverb, “Where there is no vision, the people perish (Proverbs 29:18),” reminds us of the important role of the visionary. But what is the source of the vision? And how does the visionary remain steadfast to the Mission God has called them to?

Mission True leaders abide in Christ and make decisions to strengthen the Mission.

Read more about Mission True leadership in Ch. 8 of *Mission Drift*.

Mission True leaders consistently prioritize time with the Lord in their personal lives. Evidence of this ripples out to influence all areas of their lives and work.

While we are made in the image of God, holy and dearly loved, our fall into sin has made each of us prone to drift. Hebrews 2:1 reminds us, “Therefore we must pay much closer attention to what we have heard, lest we drift away from it.”

When Robert Robinson penned *Come Thou Fount of Every Blessing* in the eighteenth century, he likely didn’t know the impact his words would have throughout church history. Over 250 years later, his words continue to resound throughout our churches and echo in our lives: “Prone to wander, Lord, I feel it, Prone to leave the God I love; Here’s my heart, O take and seal it, Seal it for Thy courts above.”

Prone to wander. These words are as true for us in our own faith as they are for our organizations. We constantly feel the pull away from the self-sacrifice that Jesus espoused and toward a focus on self. We feel the pull away from God and our Christ-centered Missions.

In Revelation 3:16, our Savior shared strong words with the church in Laodicea about their watered-down faith: “Because you are lukewarm, and neither hot nor cold, I will spit you out of my mouth.” If we grow lukewarm in our faith or our steadfastness, our organizations will drift. After all, organizations—in their simplest form—are teams of people. Before Mission drift is broadly organizational, it’s inherently personal.

While our brokenness can easily lead us off course in our personal lives and organizational activities, our God remains faithful and steadfast. We can be encouraged by Christ’s words in Revelation 3:20: “Behold, I stand at the door and knock. If anyone hears my voice and opens the door, I will come in to him and eat with him, and he with me.”

In the midst of our wandering, He is faithful. His invitation to know Him and to be known by him stands throughout the ages. The gift of forgiveness, grace, and salvation that He has given to us outstands the test of time and the depth of our wandering.

Mission True leaders focus intentionally on issues of the heart. They believe everything they do is downstream from who they are. Knowing that they can’t expect from others what they don’t do themselves, they depend on and seek the Lord first and foremost.

In cultivating personal faith, Mission True leaders anchor themselves to Christ to listen to His voice and to follow it. With their hearts and minds set on things above, they become less likely to drift by regularly and intentionally turning their focus away from the distractions of this world.

Our prayer is that leaders would start their Mission True journey by investing heavily in their own relationship with the Lord. Not only will this help to create unity in listening to the Lord, but it will provide the strongest foundation possible on which to build up an organization.

Consider seeking the Lord through meditation on the Scripture and prayer each day and see how the Lord leads through that time. Pick a book of the Bible like Genesis, Nehemiah, John or Romans, reading several verses each day. Reflect on the Scripture by writing down key themes or impressions. Ask the Lord that He would reveal Himself during these times.

CASE STUDY: Ministry Leader Interviews

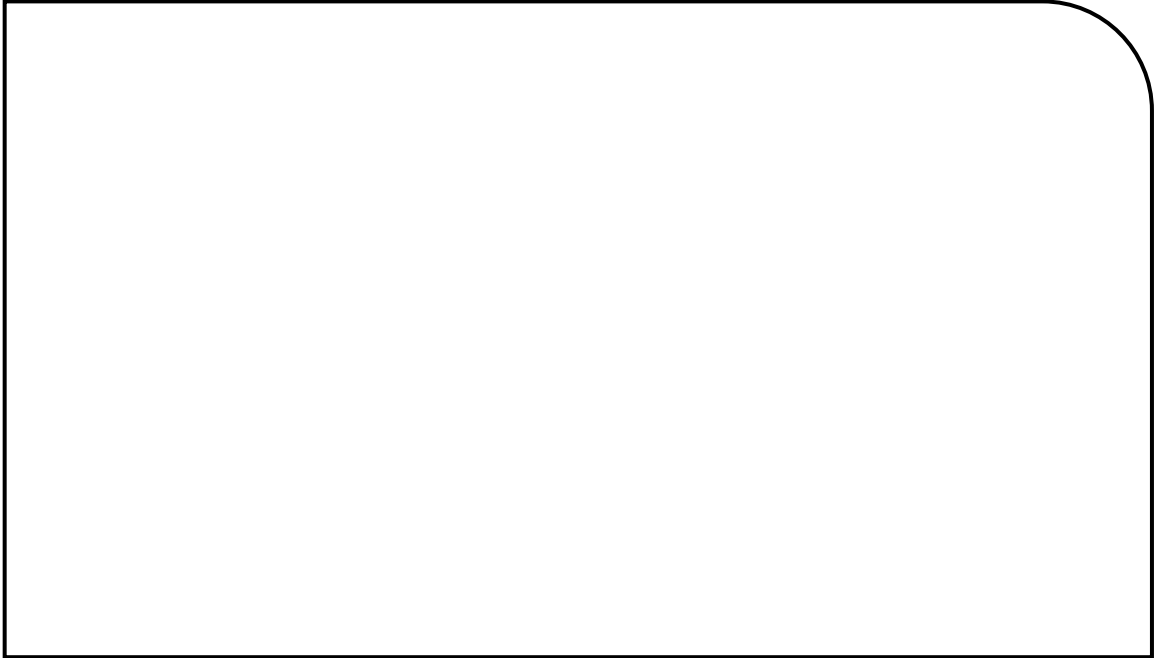
Dr. Howard Hendricks, professor at Dallas Theological Seminary, interviewed 246 ministry leaders who had committed a moral failure within a two-year period, seeking to learn key contributing factors. Of these 246 individuals, each one believed that they weren't capable of committing a moral failure. Additionally, all had fallen away from spending daily time with the Lord in prayer. None had an accountability partner.¹ Mission True leaders know that drift is possible, both personally and corporately, and take active steps to posture their heart toward Christ.

Best practices

1. We **abide in the Lord daily** by investing time praying, meditating on Scripture, and practicing other spiritual disciplines.
2. We are aware of our own vulnerabilities and sinfulness and **invite close friends to keep us accountable** in our own spiritual lives and discernment processes.
3. Understanding the reality of Mission drift in our organizations and our personal lives, we **create rhythms for personal and corporate spiritual growth**.
4. Because we desire impact beyond our tenure, we **set patterns that acknowledge our limits and demonstrate that the Mission can advance without us**.²
5. We **cultivate leaders who prioritize a relationship with Christ** and commitment to spiritual disciplines. Through mentoring and discipleship, we **nurture internal candidates**—who not only support but will champion all aspects of the Mission—for future leadership roles.
6. We **ensure all leaders support the organization's spiritual objectives**, so that if a key leader were to leave, the pursuit of the Mission would continue.

Reflections

1. **Drift concerns:** As you begin this study, what key areas of drift in your organization or personal life are of greatest concern to you? They could be areas of observed risk or areas of potential risk.



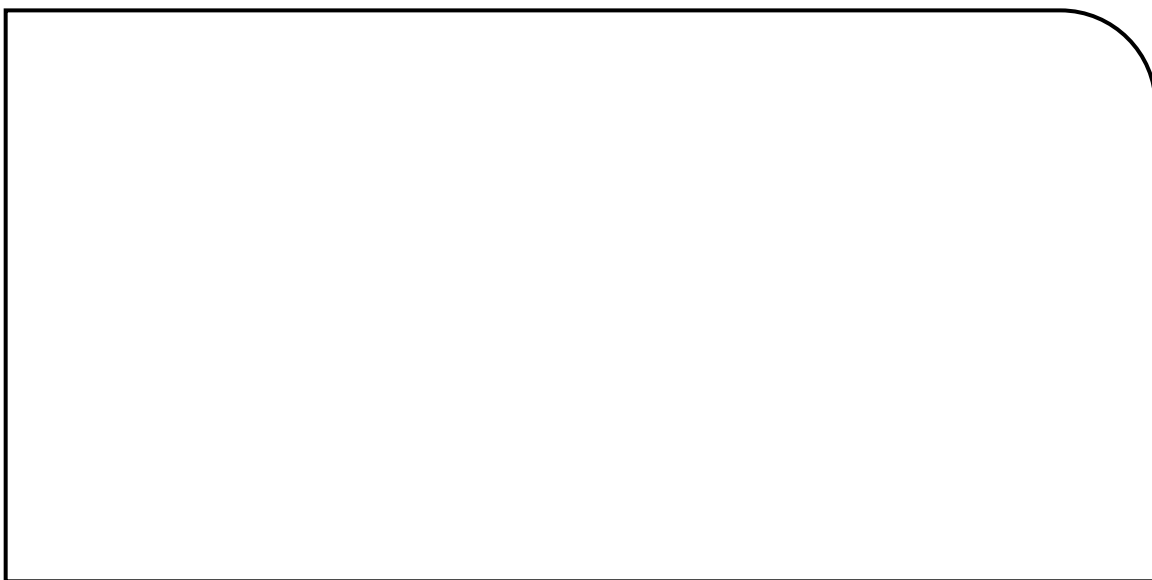
2. **Past drift:** Thinking over your life and career, have there been times of drift you've observed in the past? What did you learn from those experiences? How did God lead you through those seasons?



3. **Intentional relationship with the Lord:** Reflect on your relationship with the Lord. What is going well in this season? How would you like to grow in this area?



4. **Spiritual disciplines:** Which spiritual disciplines do you engage in to remain grounded—or Mission True—in your relationship with Christ? See the list of spiritual disciplines for ideas.



Spiritual Disciplines

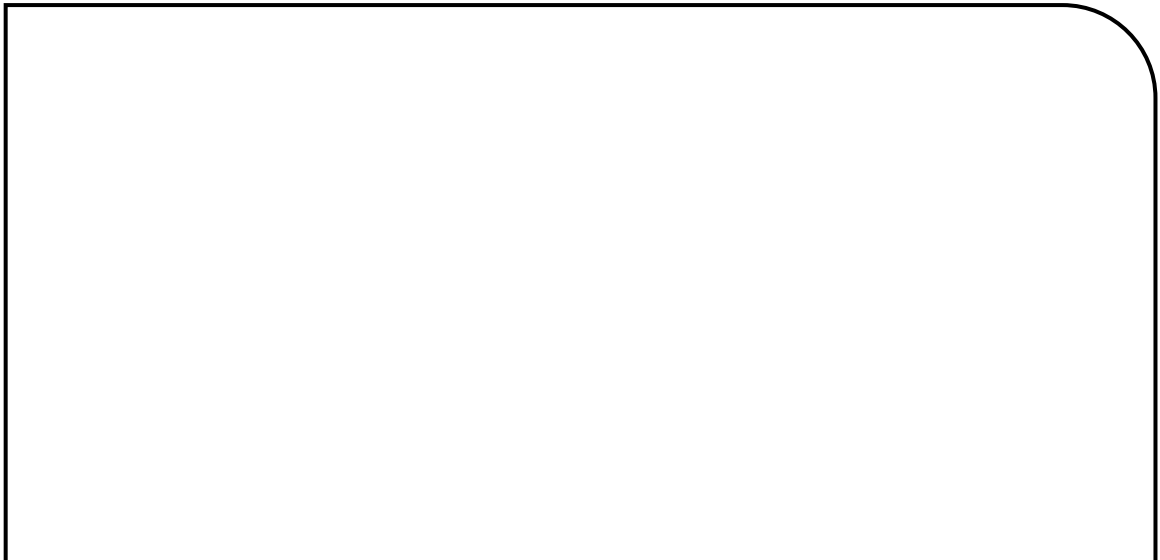
Spiritual disciplines are key to remaining grounded in Christ and His truth. This list of disciplines and resources is certainly not exhaustive, but it may give you a few starting ideas for how to incorporate spiritual disciplines in your life and work.

1. Meditate on God's word.
2. Pray on behalf of others.
3. Fast to refocus on God.
4. Worship God and celebrate His faithfulness.
5. Fellowship with believers.
6. Rest in God's provision.
7. Serve with joy.
8. Give abundantly.

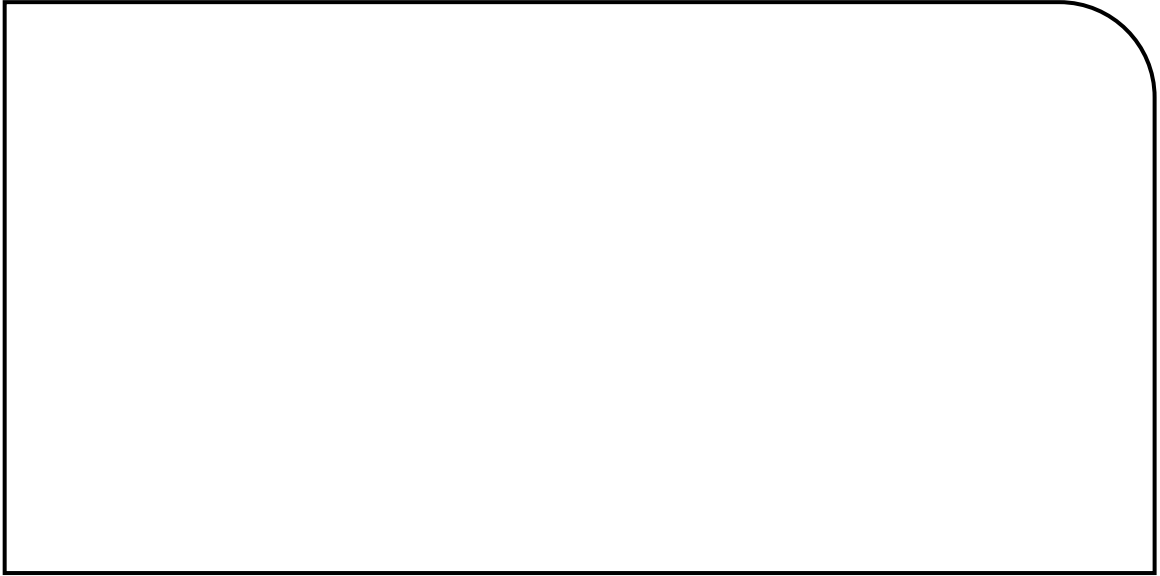
Spiritual Discipline Resources

1. *Sacred Rhythms* (Ruth Haley Barton)
2. *Strengthening the Soul of Your Leadership* (Ruth Haley Barton)
3. *Celebration of Discipline* (Richard J. Foster)
4. *Spiritual Disciplines for the Christian Life* (Donald S. Whitney)
5. *Habits of Grace* (David Mathis)

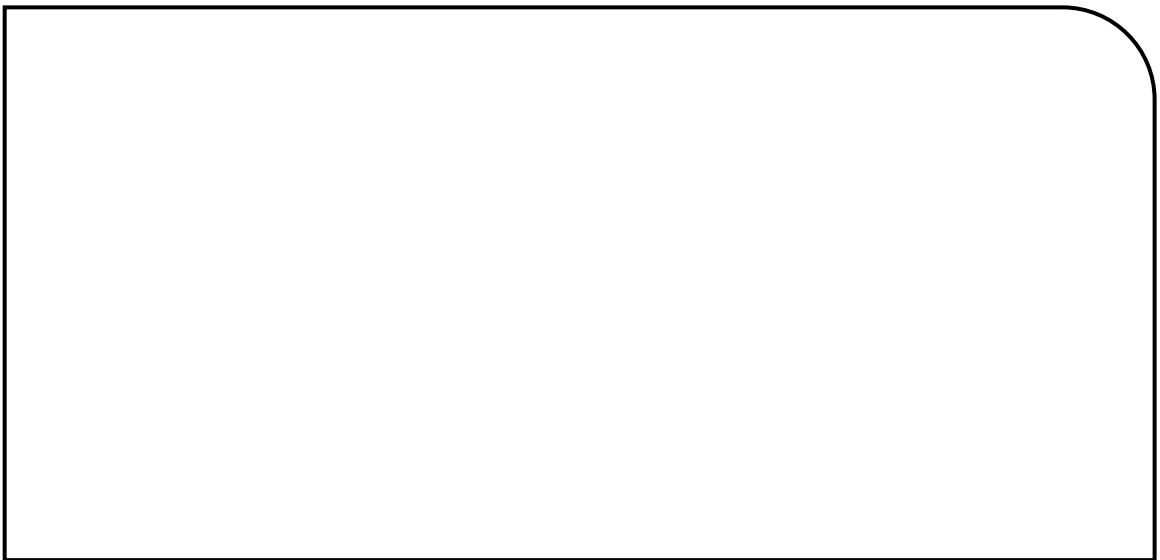
Are there any spiritual disciplines or rhythms you'd like to try to further grow in your relationship with the Lord?



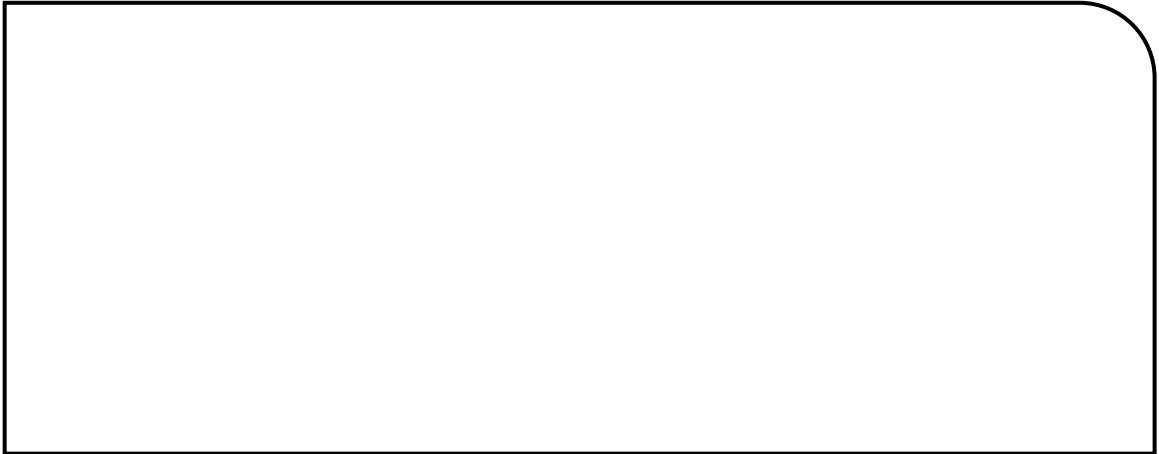
5. **Corporate spiritual disciplines:** Which spiritual disciplines do you encourage among your leadership team, governing body, or staff? Are there any new rhythms or disciplines you'd like to consider adding to strengthen the culture of your organization?



4. **Accountability systems:** What systems of accountability do you currently have in place? Are these in place at the organizational level, the personal level, or both? For your organization, consider your internal and external feedback loops (e.g. 360 reviews, board or advisors, surveys from external groups like Best Christian Workplace, or faith-based peer advisory groups like C12 or Convene).



5. **Leadership pipeline:** While not all future leaders may come through internal promotion, organizations can intentionally cultivate internal candidates for future leadership roles. How are you hiring, developing, and instilling the Mission and culture in staff members who are potential future leaders of your organization?



6. **Faith in the workplace:** Many Kingdom-minded leaders desire to actively share their faith in the workplace but may not be sure where to start. Review the following Scripture and practices to guide you as you seek to live out your faith in your organization. **Highlight or underline key phrases.**

A. Seek the Lord first.

- a. **Philippians 4:4-7:** "Rejoice in the Lord always; again I will say, rejoice. Let your reasonableness be known to everyone. The Lord is at hand; do not be anxious about anything, but in everything by prayer and supplication with thanksgiving let your requests be made known to God. And the peace of God, which surpasses all understanding, will guard your hearts and your minds in Christ Jesus."
- b. **Psalm 1:1-3:** "Blessed is the man who walks not in the counsel of the wicked, nor stands in the way of sinners, nor sits in the seat of scoffers; but his delight is in the law of the LORD, and on his law he meditates day and night. He is like a tree planted by streams of water that yields its fruit in its season, and its leaf does not wither. In all that he does, he prospers."

B. Pray for openings to share your testimony and that staff would initiate conversations about faith.

- a. **Colossians 4:2-4:** "Continue steadfastly in prayer, being watchful in it with thanksgiving. At the same time, pray also for us, that God may open to us a door for the word, to declare the mystery of Christ, on account of which I am in prison— that I may make it clear, which is how I ought to speak."

C. Align your behavior and speech with your faith.

- a. **Colossians 4:5-6:** "Walk in wisdom toward outsiders, making the best use of the time. Let your speech always be gracious, seasoned with salt, so that you may know how you ought to answer each person."

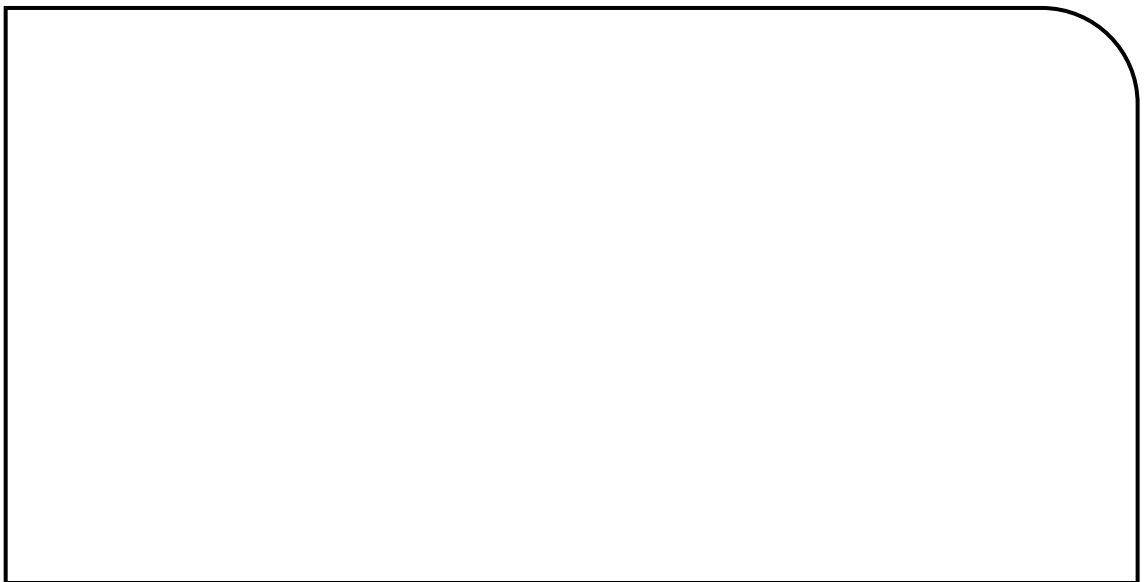
D. Remember and celebrate the fruit that God brings that reinforce your faith.

- a. **Deuteronomy 4:9:** "Only take care, and keep your soul diligently, lest you forget the things that your eyes have seen, and lest they depart from your heart all the days of your life. Make them known to your children and your children's children."
- b. **1 Samuel 7:12:** "Then Samuel took a stone and set it up between Mizpah and Shen and called its name Ebenezer; for he said, 'Till now the Lord has helped us.'"

Consider the following practices from various organizations seeking to live out their faith in the workplace.

- Invite a trusted employee to—formally or informally—care for staff by listening and offering to pray with them. You may consider using human resources staff to do this or outsource it to chaplaincy services like Marketplace Chaplains.
- Offer optional times for staff to gather to pray or discuss the Word.
- Plan meals together where staff can interact more personally, creating space to share about faith and life outside of work.
- Encourage one-on-one meetings between staff and managers where people can share personally and offer to pray.

How might you strengthen the ways you live out your faith in the workplace?



TAKE ACTION

What is one key action step you plan to take in response to what you've reflected on in this chapter?

Chapter 2: Clarity

What is your Mission?

When we talk about an organization's Mission, we often think in terms of mission statements. For the purpose of your Mission True journey, however, we invite you to consider your "capital M" Mission. Your Mission goes beyond one statement and includes the motivations and vision for how you hope to impact the world for the Kingdom of God.

What are your objectives that go beyond operational and financial performance? What impact will your organization have with clients, staff, vendors, beneficiaries, and other stakeholders?

Rather than just a one-sentence statement, the Mission considers the operational, social, and spiritual elements of your organization.

Staying on Mission begins with defining it, documenting it, and sharing it regularly with staff and leadership.

Mission True organizations define, document, and share their Mission with clarity.

Read more about Mission True metrics in Ch. 6 of *Mission Drift*.

Knowing your Why

Absolute clarity of purpose is critical for any organization to thrive. We need to understand the *why* before the *what*. It is not uncommon to see organizations focusing exclusively on *what* they do before considering *why* they do it.

In the past, it was not unusual for organizational life cycles to start up and operate well before considering the positive impact they could generate. Today, with social entrepreneurship and efforts such as B-Corp certification, more companies are starting to focus on why they exist. As Mission True organizations, we have an even greater responsibility to reinforce the eternal impact through the Mission of our organization.

To withstand drift, Mission True organizations know and live out their why. With clarity and conviction, they understand why they exist and seek to protect this core purpose, regardless of the cost.

Your Mission Story

While all organizations have a founding story, the Mission story captures the heart of why an organization exists and the eternal impact it seeks to make through its operations. It's the story of how an organization has come to understand its call in light of God's Kingdom. It captures the convictions of the leaders and passion that motivates them to serve.

Some Mission True organizations have written out their stories and read them aloud during board or staff meetings. Others have leveraged video to communicate the heart behind their Mission.

Regardless of the means, sharing the Mission story regularly, especially during key decision points, is critical. If decisions can be made with the Mission story fresh in leaders' minds, they will be better equipped to remain strong and steadfast to the Mission.

When the words of the Mission story start to feel off or even uncomfortable, the organization has likely started to drift.

CASE STUDY: Crowell Trust

Among the many businesses that Henry Crowell started, Quaker Oats Company is often the most prominent. In his lifetime, Crowell purchased and turned around the Quaker Mill, in Ravenna, Ohio, from bankruptcy to a \$250 million business. Though he had phenomenal business success, Crowell was equally renowned for his openhanded generosity. For more than forty years, Crowell gave away over 70 percent of his income.

But when Crowell saw his own church slip into secularism, he realized a sobering truth about his own wealth: It might not go where he wanted after he died. On his future giving, he shared, "I want the rest of it to go to the work of the Lord Christ Jesus. But I desire that it be protected from the wiles of evil ones, who are much interested in the loaves and fishes, but not at all in the faith." So, he created a trust to give only to institutions loyal to Christian faith.

Since its founding, The Crowell Trust has journeyed through multiple world wars, the invention of mobile phones, and over a dozen different American presidents. The times and mediums have changed, yet Crowell's heartbeat pulses the same. The trustees today work from the same charter, on the same mission, with the same priorities as Henry Crowell. Once a year, the trustees gather to observe a rather particular tradition written in the charter: they pray together, read aloud the mission and vision Henry Crowell wrote, and meditate on the vision God gave him.

From the outside looking in, the tradition seems almost comical: a group of high-powered executive leaders sitting for three hours while reading aloud to one another. But it is a practice demonstrating the defining characteristic of Mission True organizations: They proactively protect their mission, understanding that every organization is susceptible to drift.¹

Staying Mission True Amid Change

As times change, so do the means of accomplishing the Mission. Even Jesus' ministry looked different depending on the audience and culture. His approach to the Samaritan woman differed from His approach to the Pharisees. His conversation with the rich young ruler looked different from his conversation with Zacchaeus.

Jesus understood His why. And His means of reaching the masses—with parables, healings, miracles, chastisements, prophetic warnings, blessings, and curses—were as varied as the people He taught.

Not all change is drift but knowing *why* you exist creates the right filter for change. It helps you to define your non-negotiables: the purpose and values, the heart and soul of an organization that should not change. Mission True organizations understand that the *how* may look different, but their *why* must remain the same.

The pressures of Mission drift are strong. Without regular reinforcing their Mission, organizations forget why they exist and move away from their core commitments. Today, they don't look anything like they did on the day of their founding. Mission True organizations have clarity about their core. They define it in order to protect it.

CASE STUDY: Regal Marine

Founded in 1969 by Paul and Carol Kuck, Regal Marine Industries is a family-owned, boat-manufacturing business. Just a few years into their business, however, the company faced an economic crisis and lost the majority of their original investment. At that moment, the Kucks committed their company to God: "Whatever happens from this time forward is because of You," they prayed. "This is Your company."

Since that time, the company has grown significantly, employing over 700 people and boasting state-of-the-art craftsmanship.² Their shareholder proclamation acknowledges God as the owner of their company and their commitment to do His will in all circumstances. Regal Marine's focus on faith, stewardship, and clarity of mission has strengthened their company and played a significant role in their 50 years of success.

Best Practices

1. In an effort to memorialize why our organization began, we **document our Mission** and take steps to ensure all new hires and board members know it. Our core documents—vision statement, core values, statement of faith—reinforce our Mission and are signed, read, or discussed at least annually.
2. We **develop a mission statement** and routinely examine and decline attractive opportunities that are not essential to (or would distract from) our Mission. Our guiding documents, including strategic plans, outline how our organization will achieve its Mission—including operational, social, and spiritual objectives.
3. We **innovate in ways that reinforce our core Mission**, adapting our *what* or *how* to better accomplish our *why*. Our plans to adjust the Mission reflect a refinement of the Mission, not a drift from it.
4. With a bias toward collaboration and open-source learning, we **define our Mission in clear view of our interdependence** with other leaders, organizations in the community (especially the Church), and broader context.
5. We **brainstorm creative ways to emphasize our Mission** among our stakeholders.

Reflections

As you consider your key takeaways from this section and start to think about the future of your organization, consider the following questions.

1. **Current state of the Mission:** How would you describe the current state of your Mission in the following areas? Select all that apply.

Define	<i>Level of documentation</i>	<ul style="list-style-type: none"> A. Documented in a format that is easily sharable B. Documented in some form, but needs to be completed or revised C. Not yet documented
Protect	<i>Communication</i>	<ul style="list-style-type: none"> A. Shared with all staff and governing body members regularly (at least annually) B. Shared with new staff and governing body members during hiring or onboarding C. Not yet shared with staff or governing body
Protect	<i>Integration into organizational processes (e.g. Human resources, operations, etc.)</i>	<ul style="list-style-type: none"> A. Integrated into hiring process to recruit missionally-aligned staff B. Integrated into ongoing human resource processes C. Integrated into operations and measured as indicators of success D. Not yet integrated into hiring processes E. Not yet integrated into ongoing human resource processes F. Not yet integrated into operations and performance metrics
Champion	<i>Ownership by leadership and staff</i>	<ul style="list-style-type: none"> A. Understood and lived out by leadership B. Understood by staff and lived out in the culture C. Not yet understood and/or lived out by leadership D. Not yet understood and/or lived out by staff

2. **Mission story:** Whether your organization had Christ-centered objectives at its founding or later in time, consider the following questions as you draft or refine your organization's Mission.

Beginnings:

What is your founding story?

How was faith incorporated?

Leadership:

Who were the founders or leaders at the point of faith integration in the organization?

What were some of the defining qualities displayed through their lives and work?

Context:

What were the circumstances surrounding the organization's integration of faith with their work?

What convictions did the Lord give them? What needs did leadership see in the world?

Motivation:

What was the motivation or conviction behind integrating biblical principles, creating ministry, or developing Kingdom impact objectives?

What dreams or vision did the leaders share for the organization?


Mission drift:

How did (or does) leadership define "Mission drift" versus adaption?

3. **Core themes:** What are some key themes or core tenets of your Mission? Consider the motivation and circumstances surrounding your organization's Mission.



4. **Values and practices:** How are the core tenets of your Mission reflected in your organization's values and organizational practices?



5. **Identifiers:** Given your Mission, what would drift look like for your organization?



Alternatively, what does staying Mission True look like for your organization?



6. **Guiding documents:** An organization's guiding documents—mission, vision core values, statement of faith—not only define but also protect the organization against drift.

Review your guiding documents. Do they reflect your organization's Mission and Kingdom-minded convictions?

Are there additional documents to be refined or created to help convey the Mission?

7. **The 50-year test:** Where will you be in 25 years? How about 50? Chances are you and your current leadership teams will no longer be in your existing roles.

How will you ensure that next-generation leadership will not only maintain but advance the Christ-centered Mission of your organization? What policies, practices, and people can you cultivate now to ensure Mission alignment later?

Mission anchors: Looking into the future, 50 years from now, what core anchor activities of your organization should still be happening? What activities, if they stopped occurring, would signal mission drift? For example:

- Evaluating Mission fit in each hiring decision
- Holding weekly corporate prayer
- Recognizing or celebrating staff living out the culture
- Sharing the Mission Story annually with all staff

What are your organization's Mission anchors?

Drift: What activities, if they are occurring in 50 years, would be signs of Mission drift?
For example:

- Communicating external messages differently to Christian and non-Christian audiences
- Removing or burying Christian convictions on the website or in collateral
- Partnering with external advisors who are not aligned with the Mission
- Removing the requirement for the board and staff to sign a statement of faith
- Noticing disunity among leadership related to the Mission
- Prioritizing prestigious work experience or education over Mission fit in hiring
- No longer giving a portion of the profit to Mission-aligned charities
- No longer reading the Mission at staff or board events

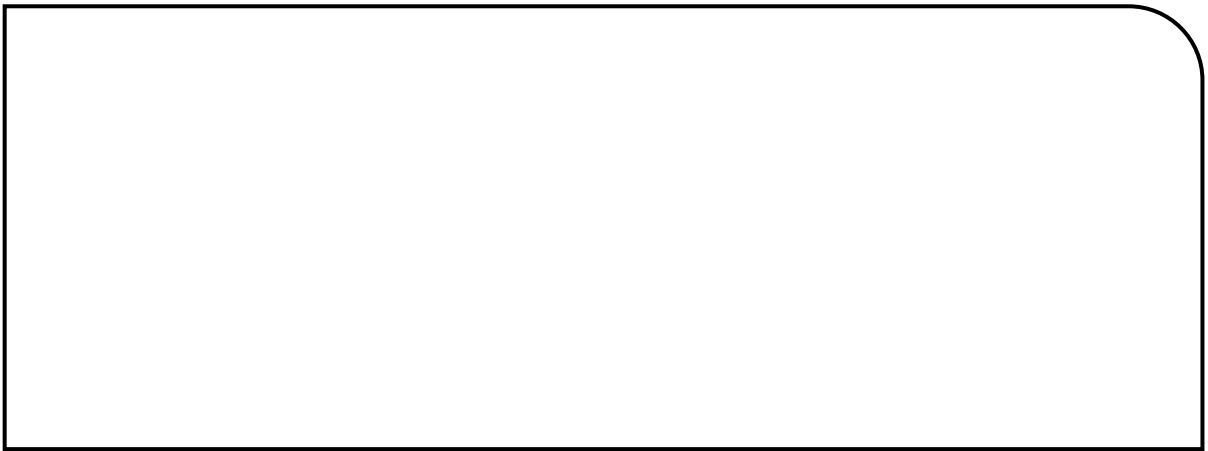
Considering the list above, what additional indicators of drift would you add?

8. Organizational Time Capsule

CASE STUDY: Compassion International

At Compassion International's 50th anniversary celebration, the team buried a time capsule in front of their headquarters. The time capsule, which is to be opened on their 100th anniversary, represents Compassion's commitment to Jesus and the legacy they hope to leave for future generations.³

Consider what you hope to be true 25, 50, or 100 years from now. What would you write to leaders years from now?



In what ways might you strengthen your foundation to ensure that these facets of your organization remain true or relevant in the future?

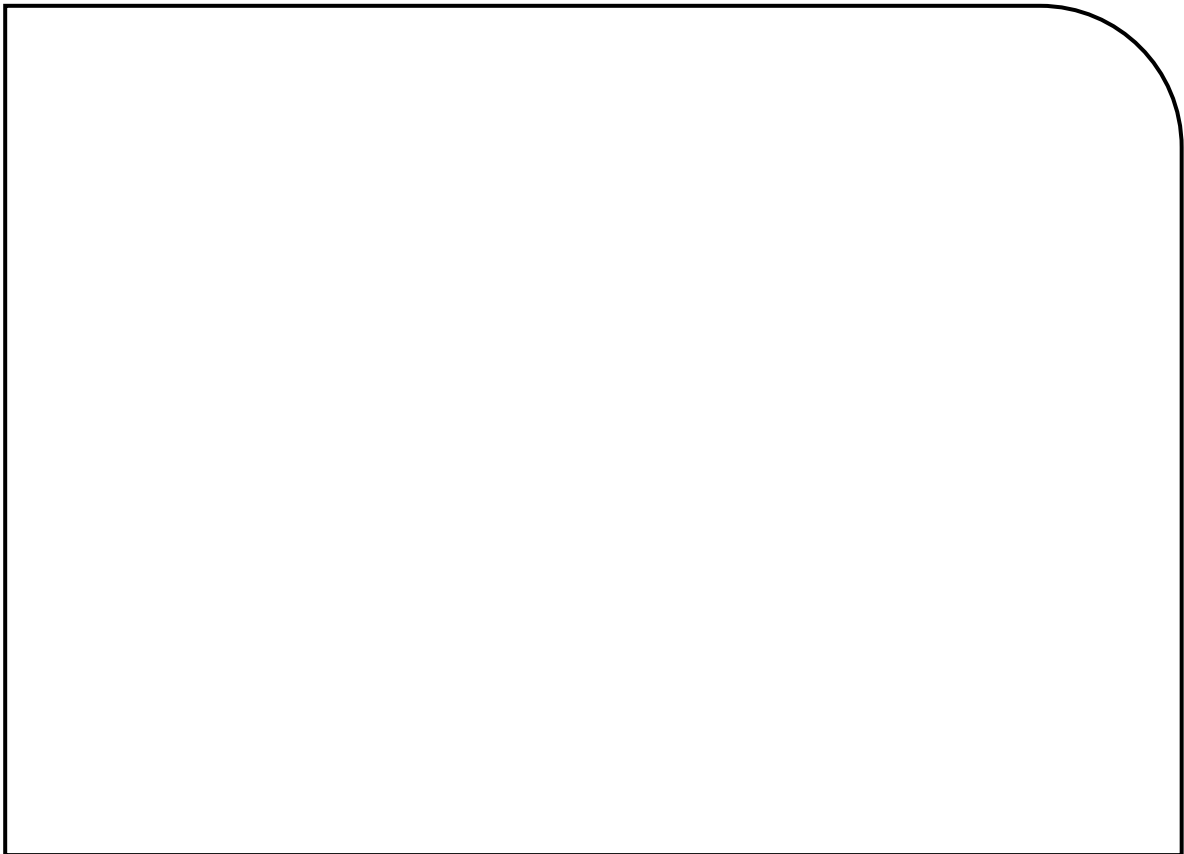


9. **Mission Clarity in Scripture.** The life of Christ provides us with the ultimate example of staying true to Mission, as Christ followed through in His Mission to glorify God by redeeming mankind. Read the verses below:

Luke 22:42: “[Jesus] knelt down and prayed, saying, ‘Father if you are willing, remove this cup from me. Nevertheless, not my will, but yours, be done.’”

Philippians 2:5-11: “Have this mind among yourselves, which is yours in Christ Jesus, who, though he was in the form of God, did not count equality with God a thing to be grasped, but emptied himself, by taking the form of a servant, being born in the likeness of men. And being found in human form, he humbled himself by becoming obedient to the point of death, even death on a cross. Therefore God has highly exalted him and bestowed on him the name that is above every name, so that at the name of Jesus every knee should bow, in heaven and on earth and under the earth, and every tongue confess that Jesus Christ is Lord, to the glory of God the Father.”

What does the life and death of Christ teach us about Mission clarity?



TAKE ACTION

What is one key action step your organization could take to grow in clarifying your Mission?

Chapter 3: Messaging

It's easy to blend in with our surroundings. Sometimes, we wear organizational camouflage with the organization's best interests in mind, but other times it's because we want to be "liked" and "relevant."

The words of Jesus in Matthew 10:32 challenge a chameleon approach: "So everyone who acknowledges me before men, I will also acknowledge before my Father who is in heaven, but whoever denies me before men, I also will deny before my Father who is in heaven."

Mission True organizations boldly declare their Christ-centered identity.

Mission True organizations boldly declare their Christ-centered identity.

Read more about Mission True messaging in Ch. 14 of *Mission Drift*.

Mission True organizations recognize that their words are just as important as the work that they do and the quality with which they present it. A common language reinforces identity and helps to develop a common culture. Language may seem trivial, but we use words to shape and anchor our organizations.

CASE STUDY: Two-Faced Messaging

A large, international nonprofit houses all their marketing materials in a giant storeroom. In towering stacks of boxes, staff members can find all their organizational flyers and letterhead. But they have to choose carefully. Because two iterations of each core piece exist: one for a "churchy" audience and one for a "non-churchy" audience.

The churchy annual report features quotes from pastors, Bible verses, and stories of spiritual life change. The non-churchy edition, however, reveals a whole different organization. Stripped of any spiritual language, this version features quotes and endorsements from leading academics, researchers, and corporate foundations.

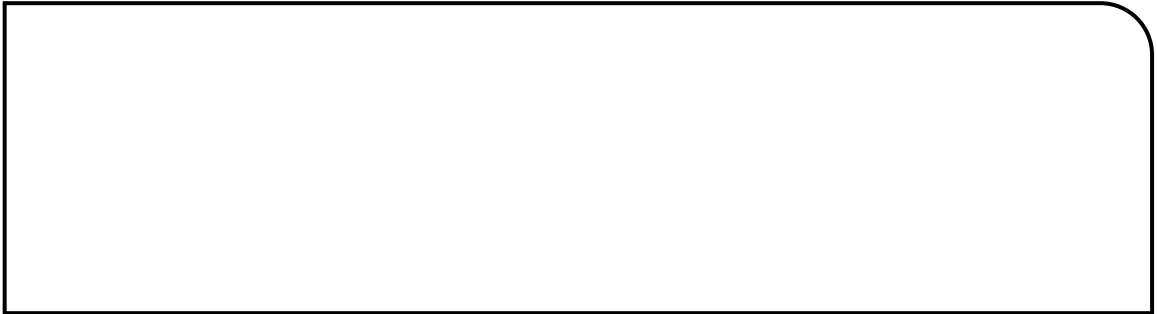
When the secular version of a letter was inadvertently sent to a key Christian supporter, it caused the organization significant reputational harm. Shortly after the letter was received, executives began reevaluating whether this practice was the right long-term strategy.

Best Practices

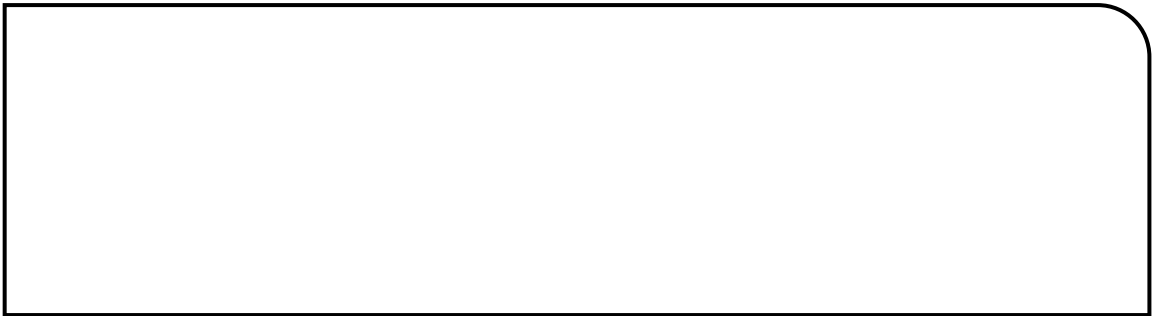
1. We commit to **boldly declaring our Christ-centered Mission**.
2. Consistently, we **integrate the Mission and Scripture into our messaging**, so that our identity is unmistakably clear. Operational, social, and spiritual elements of the Mission are woven throughout the fabric of the organization.
3. We **build credibility** with our audiences by being open, straightforward, and consistent with our Mission and progress toward achieving it. We appropriately share our successes, challenges, shifts in direction, and questions as we pursue the Mission together.¹
4. We **invite feedback** from Missionally-aligned, Christ-centered sources as a means of accountability to stay Mission True.
5. We **integrate spiritual objectives, methods, and motivations** into operational or policy manuals to further reinforce the centrality of Christ in our work.

Reflections

1. **Consistency in story:** Consider your internal and external messaging: In what ways is your language consistent or inconsistent with your Mission? Does your marketing and messaging clearly and consistently reflect your identity?



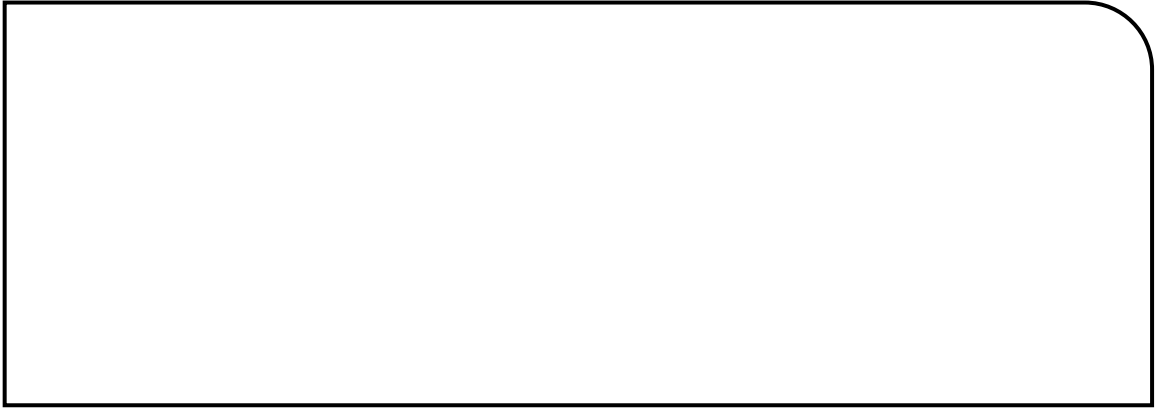
When does your organization feel the most pressure to highlight or downplay certain aspects of your work? Could these be areas of inconsistent communication?



2. **Messaging alignment:** How might you better align your language with your Mission?



3. **Core themes:** Which themes are most important for all stakeholders to understand? How might your organization adapt its communication in order to facilitate understanding of this information?



4. **Messaging in Scripture.** Read the verses below and reflect on how they might apply toward the way your organization does its messaging.

Deuteronomy 6:6-9: "These commandments that I give you today are to be on your hearts. Impress them on your children. Talk about them when you sit at home and when you walk along the road, when you lie down and when you get up. Tie them as symbols on your hands and bind them on your foreheads. Write them on the doorframes of your houses and on your gates."

Luke 12:8-9: "I tell you, whoever publicly acknowledges me before others, the Son of Man will also acknowledge before the angels of God. But whoever disowns me before others will be disowned before the angels of God."

What do these verses suggest about the way we use language in our organizations?



TAKE ACTION

What is one key action step your organization could take to grow in clarifying your messaging?

Chapter 4: Metrics

"What's measured improves," noted Peter Drucker, influential author and thought leader on management.¹ In our data-driven society, metrics are the lifeblood of disciplined organizations and their decision-making practices.

Mission True organizations measure what matters most.

It is natural to focus on the easy-to-measure indicators: total revenue, number of people served, margin, or growth. And these are important things to measure. Auditors, nonprofit evaluators, and the Better Business Bureau (BBB) need this data to hold organizations accountable and to benchmark against industry standards.

Though important, these indicators tell us nothing about the impact on the people we serve or how well we're using the funds to accomplish our Mission.

**Mission True organizations
measure what matters most.**

**Read more about Mission True
metrics in Ch. 11 of *Mission Drift*.**

For faith-based organizations, a preoccupation with financial and growth metrics unintentionally sends the message that financial and numerical successes are preeminent. What's *not* measured slowly becomes irrelevant. It is possible to be successful in the things that don't ultimately matter to your organization's success.

Mission True organizations recognize that the purpose of measuring outcomes is to reinforce the Mission. Moving beyond the paralysis of perfection, they pursue balanced metrics, reflective of the holistic, Kingdom impact they seek to achieve. By doing this, they further raise visibility on the Mission, helping staff and other leaders to understand how the organization defines success and prioritizes its Christ-centered outcomes. Mission True organizations commit to measuring all areas where they seek to have an impact.

CASE STUDY: Youth for Christ

A few years ago, Youth for Christ (YFC) reevaluated their metrics to better focus on their Mission.

Every week at chapels, kids were making confessions of faith, but these confessions didn't always result in a transformed life. Altar-call metrics didn't indicate whether YFC's mission—"to raise up lifelong followers of Jesus"—was being fulfilled.

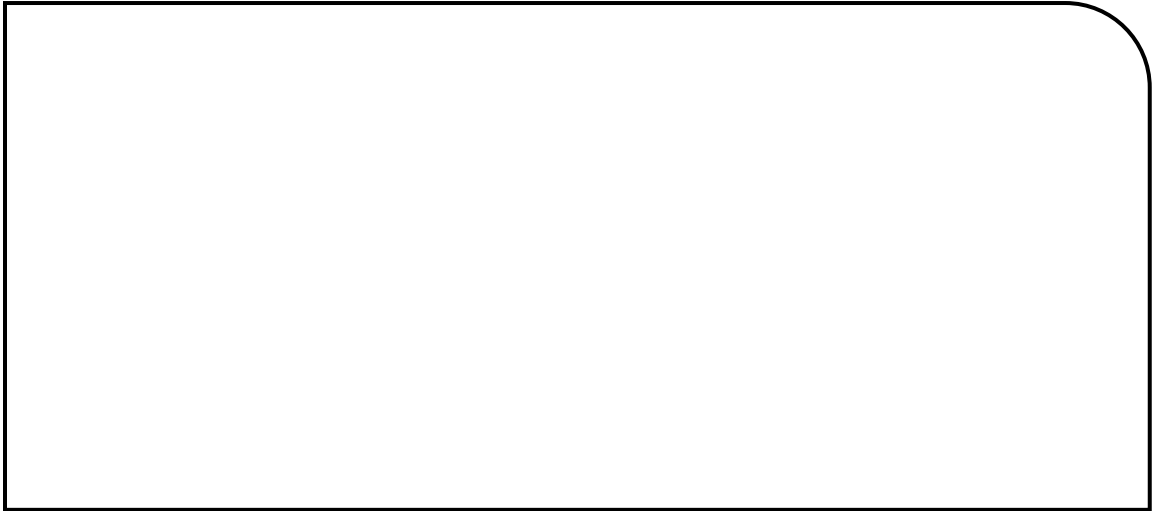
"Our mission is about disciples, not professions [of faith]," Tim Skrivan, vice president of YFC, noted.² We weren't seeing 'quality' in our metrics. We were measuring, but very passively. Today, YFC doesn't measure success by the number of students who confess their faith. Rather, they intentionally track whether youth become active in local churches after their confession of faith.

Best Practices

1. We **track metrics reflective of our Mission**. A balanced set of key performance indicators—designed to capture Mission fulfillment in all areas, including Christ-centered objectives—help to keep us accountable to steward the Mission that God has given to us.
2. We **review Mission-driven metrics** frequently and use them to inform decision-making, seeking to remain Spirit led *and* data informed in our work.
3. We **commit to sharing our metrics** in ways that reinforce how we define success in light of our Mission with internal and external stakeholders.
4. Since metrics can be self-serving, we **outline what we measure and why we measure it**. We're attentive to obstacles that would prevent the organization from achieving all aspects of its Mission and actively seek ways to overcome them.
5. We **approach metrics as a team** to foster unity as an organization. There is clear ownership in goals and metrics, complemented with accountability, to ensure that the individuals, teams, and departments are working in alignment. Acknowledging our dependence on God and others, we measure with open hands and humility in learning and growth.

Reflections

1. **KPIs that matter:** What key performance indicators (KPIs) drive your organization? Review your top KPIs individually and then as a team. Consider *why* you measure each of them.

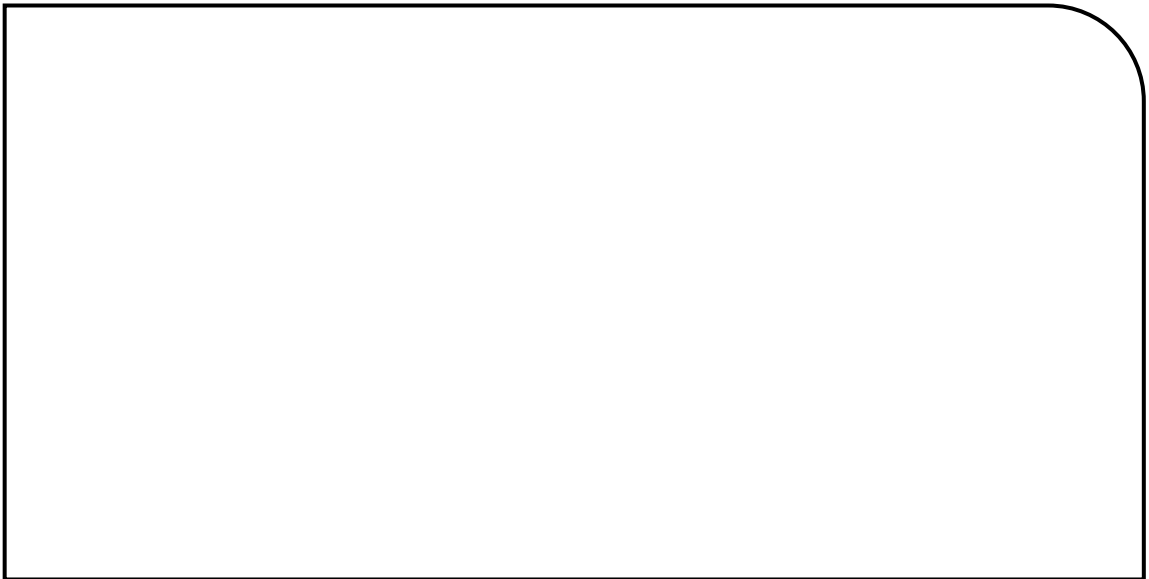


What KPI revisions, deletions, and additions would be helpful to maintain an organizational focus on your Christ-centered operational and financial indicators?

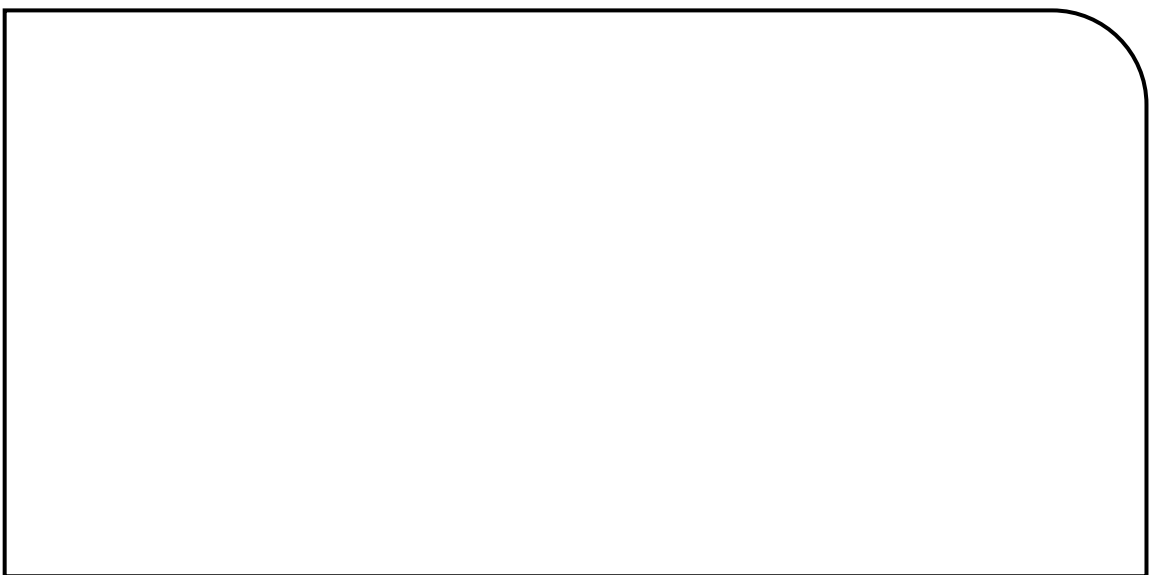


2. **Balanced metrics:** A balanced approach to metrics is essential for organizations to stay Mission True. Too much attention toward one measure of organizational health at the expense of others can limit Mission fulfillment.

Are there any KPIs for your organization that could lead to drift or limit Mission fulfillment if you focus on them too much?



How might you improve the balance of your organization's metrics to reinforce the holistic, Christ-centered impact you'd like to see in your organization for years to come?

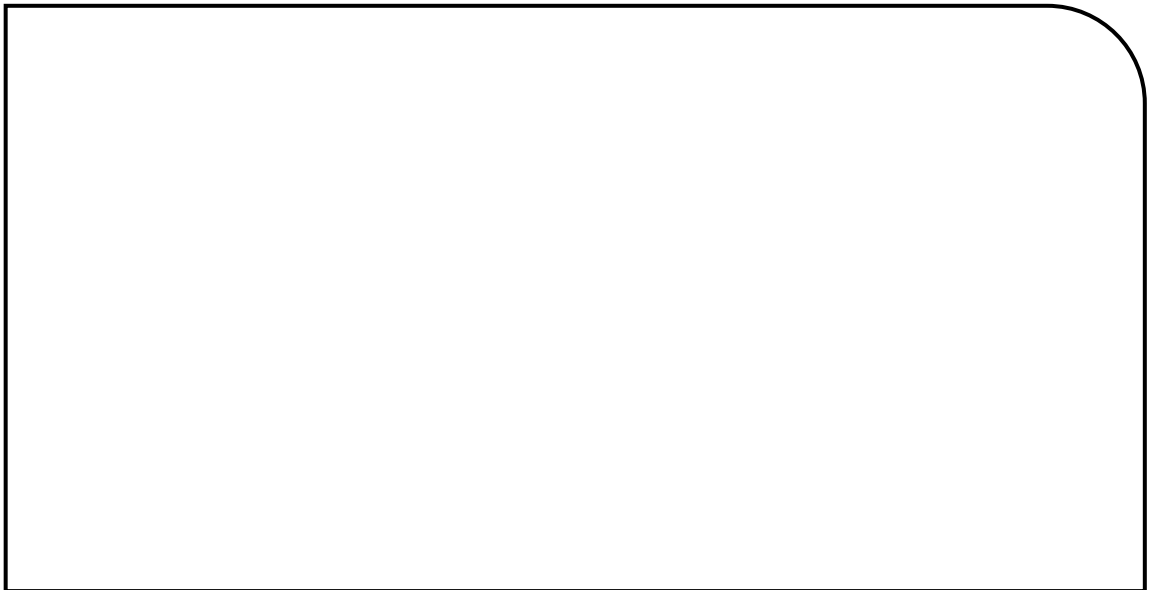


3. **Metrics in Scripture.** Read the verses below:

Galatians 1:10: "For am I now seeking the approval of man, or of God? Or am I trying to please man? If I were still trying to please man, I would not be a servant of Christ."

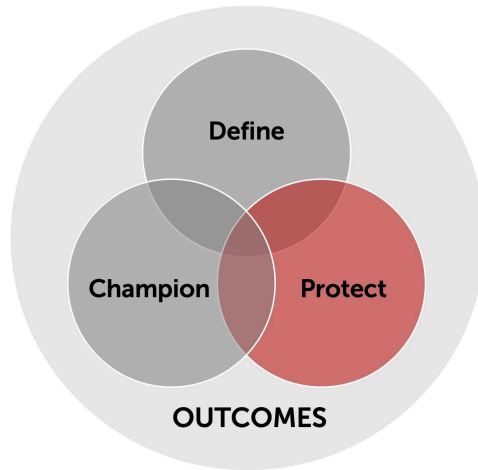
Matthew 6:19-21: "Do not lay up for yourselves treasures on earth, where moth and rust destroy and where thieves break in and steal, but lay up for yourselves treasures in heaven, where neither moth nor rust destroys and where thieves do not break in and steal. For where your treasure is, there your heart will be also."

What do these verses communicate about the importance of focusing on holistic metrics?



TAKE ACTION

What is one key action step your organization could take to measure what matters most?



PROTECT

Chapter 5: Governance

Board members set policy, guide strategy, recruit and manage the senior executive, and govern the organization.

Mission True board members understand that their top priority is to protect the Mission of the organization.

"When a ministry encounters failure—or even worse, scandal—its difficulties can almost always be traced to a breakdown in governance," notes the Evangelical Council for Financial Accountability (ECFA). "The importance of an active, informed governing body cannot be overemphasized. Left unchecked, even minor board neglect can eventually intrude upon the accountability and effectiveness of the ministry."¹

Mission True board members understand that their top priority is to protect the Mission of the organization.

Read more about Mission True governance in Ch. 7 of *Mission Drift*.

Mission True board members are unafraid to challenge assumptions and ask difficult questions. With a sharp focus on the organization, they model an unwavering commitment to the Christ-centered Missions of the organizations they govern.

CASE STUDY: Greg Mortenson

Greg Mortenson's compelling memoir, *Three Cups of Tea*, topped the New York Times bestseller list and remained there for four years. With stories of harrowing journeys into Pakistan, *Three Cups of Tea* detailed Mortenson's efforts to support the world's most vulnerable people. Like his book, Mortenson's organization appeared to be a huge success story as well. The Central Asia Institute (CAI) raised over \$70 million to fund schools for Pakistani girls. Even President Obama donated \$100,000 of his Nobel Prize winnings to CAI.

Only two years later, however, investigations uncovered that Mortenson's accounts were fabricated, and his organization was mostly a façade. Author Jon Krakauer released *Three Cups of Deceit*, which outlined Mortenson's multi-layered lies and his misappropriation of millions of donated dollars.

While Mortenson violated many nonprofit best practices, the most blatant was the impotence of the CAI board of directors. Only three people sat on the CAI board, one of whom was Mortenson. Two independent board members could not sufficiently govern an organization of this scope, nor keep Mortenson accountable.²

Best Practices

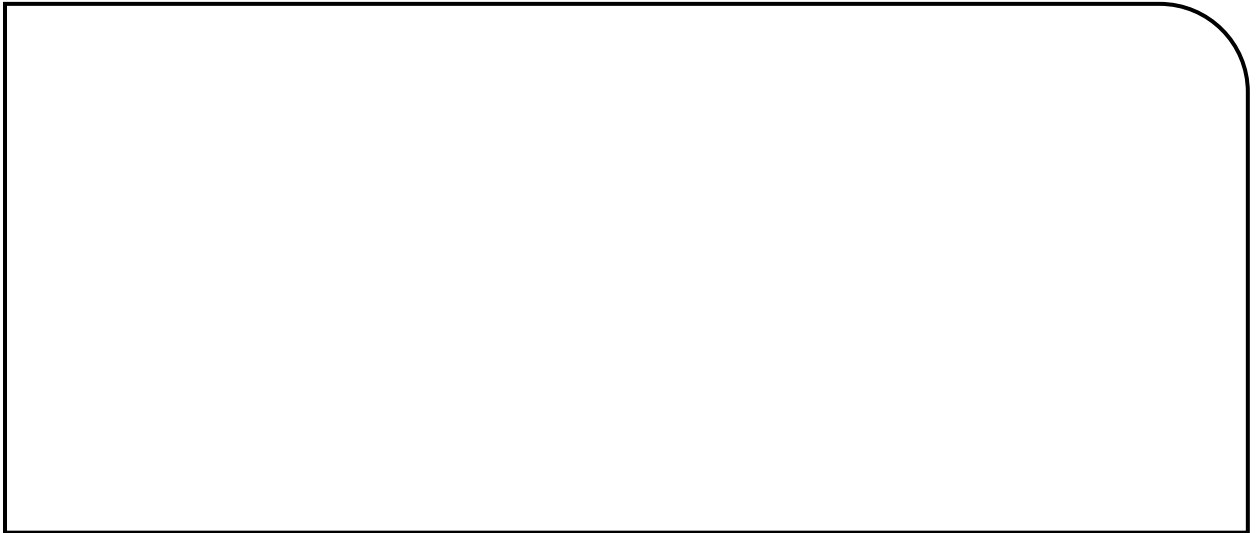
1. We **recruit board members carefully and prayerfully**, seeking out engaged and humble leaders who understand their role as guardians of the Mission. To recruit board members, we invite current members to submit nominations, evaluate the Mission fit of prospective candidates, and vote as a board before extending an invitation. Ultimately, we refuse to recruit board members who can fill gaps in our expertise or giving capacity but are not aligned with the Christ-centered Mission and values of the organization.³ Board members who are selected to join the board are brought on for a 1-year trial term to further assess their Mission alignment.
2. We **cultivate board members**, thoughtfully stewarding their time and gifts and providing them the information, experiences, clarity, and relationships they need to best serve in their role of safeguarding the Mission.⁴
3. To keep the CEO accountable to the Mission, we invite the board to **conduct an annual evaluation of the CEO**. We set clear goals and speak truth in these settings, knowing that rebuke from a friend is a gift.⁵
4. We commit to **asking difficult questions that challenge groupthink and to making hard decisions** regarding potential conflicts of interest to keep the focus on the Mission and the people we serve.
5. We **ensure that governing by-laws include “guardrail provisions”** that prevent one set of governing members from modifying the Mission, the governing documents, or the composition of the board.
6. In our board meetings, we **create the structure and space to regularly discuss the Mission**. Realizing that Mission fulfillment can slip from our focus, we craft Mission-focused agendas and create a board committee dedicated to Mission and culture to keep the Mission first priority.

CASE STUDY: C12 Board Retreat

The C12 Group is a network of Christian CEOs, business owners and executives. Seeking to merge business practices with foundational biblical principles, business leaders in the C12 Group regularly connect to sharpen each other, learn together, and grow as stewards for Christ in the marketplace. When the C12 board gathers together for their annual retreats, they start by praying together and reading through the C12 core documents as a reminder of their core identity and mission. At the end of their retreats, they conclude by sharing in communion and prayer together.

Reflections

1. **Past board recruitment:** Reflecting on past boards, board members, and processes, what have been some key learnings in attracting, recruiting, and engaging board members who are champions of your Mission?



2. **Current Board Recruitment Process:** What does your process look like for recruiting and selecting board members? How do you gauge their commitment to the Mission? How documented is the process? Are the roles and responsibilities of the board documented to inform the recruiting and on-boarding processes?



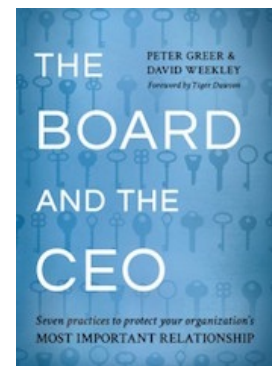
3. **Board-Skill Map:** Mission True governing bodies recruit and retain Missionally-aligned board members who possess the skills needed to propel the organization forward.

In addition to Mission alignment, has your organization outlined the skills it seeks to have represented in its governing body? Do you regularly assess current skills represented on the board and recruit for the additional skills desired?

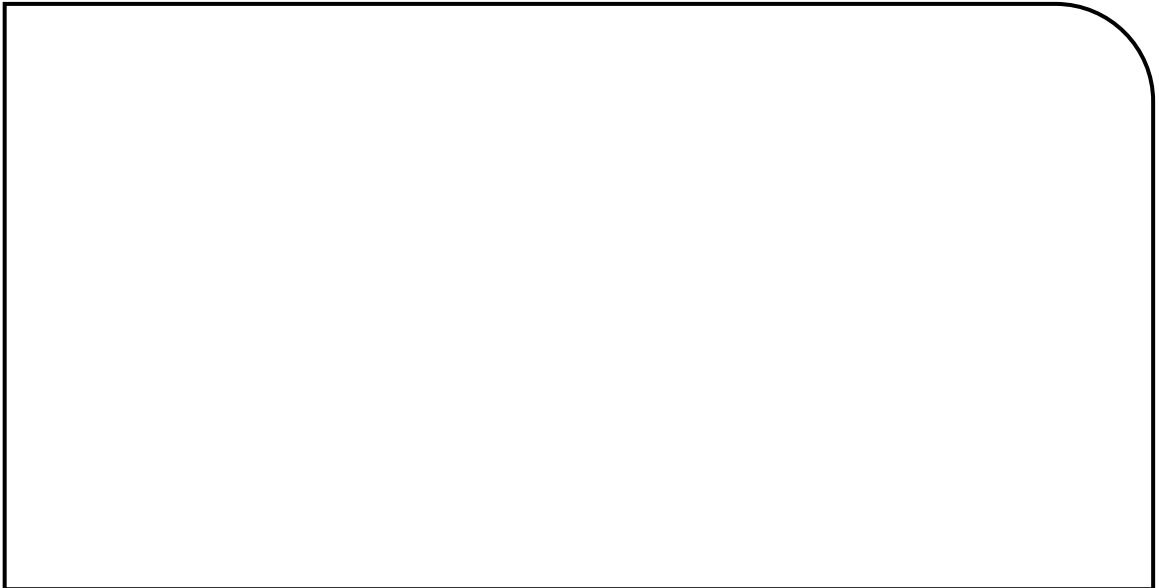
Governing body members (Term start date- end date)	Financial Expertise	IT Experience	Christian Ministry Experience	Public Relations	Strategic Planning	Web Marketing
Member #1 (2019-2021)	X				X	
Member #2 (2020-2022)		X	X			
Member #3 (2020-2022)			X	X	X	X

To download a template of a board skill map or access additional resources on governance, visit HOPE's online resource library at www.hopeinternational.org/resources and select "Governance."

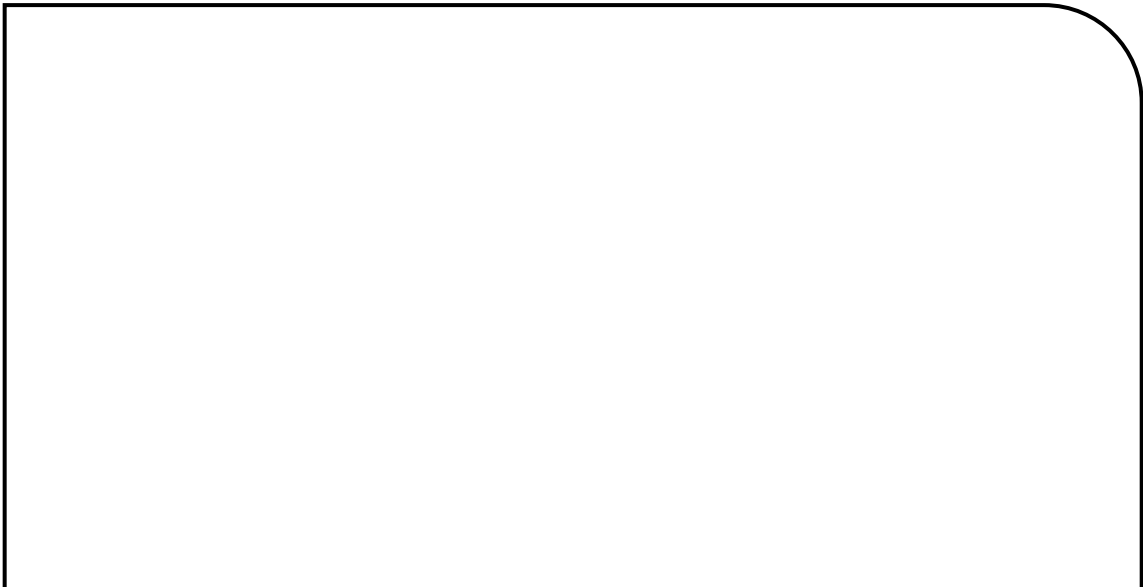
For more information on the relationship between the board and the CEO, consider reading *The Board and the CEO*. More information at www.peterkgreer.com/the-board-and-the-ceo/.



4. **Board Recruitment:** What steps could be taken to improve the board recruitment and on-boarding process?



5. **Clear Communication:** What structures are in place to encourage board members to share honest and challenging feedback with the CEO? Communicate with board members if you feel the pull to go off Mission.

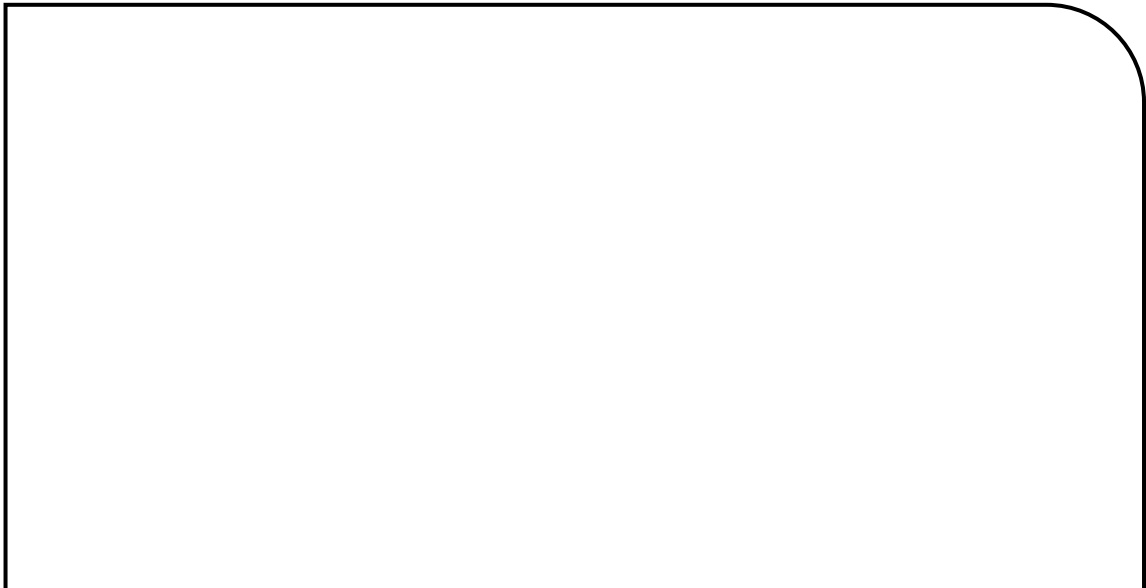


6. **Governance in Scripture:** Read the verses below:

Exodus 18:21 (CEV): "You will need to appoint some competent leaders who respect God and are trustworthy and honest. Then put them over groups of 10, 50, 100, and 1,000."

Psalms 1:1-3: "Blessed is the man who walks not in the counsel of the wicked, nor stands in the way of sinners, nor sits in the seat of scoffers; but his delight is in the law of the Lord, and on his law he meditates day and night. He is like a tree planted by streams of water that yields its fruit in its season, and its leaf does not wither. In all that he does, he prospers."

What do these verses reveal about strong governing bodies?



TAKE ACTION

What is one key action step your organization could take to grow in Mission True governance?

Chapter 6: People

While boards and leaders discern, refine, protect, and promote the Mission, the Mission will fall flat without people fully aligned and committed to it.

Mission True organizations build flourishing teams who are passionate about and dedicated to the Mission.

Too often, however, the passions of the first (or founding) generation become the preferences of the second generation and become irrelevant to the third generation.¹

In Judges 2:7, Samuel affirms Joshua's leadership of the Israelites: "And the people served the Lord all the days of Joshua, and all the days of the elders who outlived Joshua, who had seen all the great work that the Lord had done for Israel." But after Joshua's successful leadership, the nation forgot its foundation.

"And there arose another generation after them who did not know the Lord or the work that he had done for Israel.

And the people of Israel did what was evil in the sight of the Lord and served the Baals. And they abandoned the Lord, the God of their fathers, who had brought them out of the land of Egypt" (Judges 2:10-12).

Within just *one* generation, the people of Israel forgot the God who delivered Jericho into their hands and who led them to the Promised land. They turned to Baal and set up Ashtoreth poles, and their spiritual amnesia had devastating consequences.

Mission True leaders hire intentionally and prayerfully. They look beyond impressive credentials, bringing men and women on board who exhibit strong competency *and* character. Yet, they also realize that extending an offer letter is only the first step. Recognizing that each staff member represents the Mission, they approach hiring, retention, and succession planning with excellence and care.

Mission True organizations build flourishing teams who are passionate about and dedicated to the Mission.

Read more about Mission True people in Ch. 9 of *Mission Drift*.

CASE STUDY: Big Idea

Big Idea was the poster child for a scalable and innovative Christian-run business. The maker of VeggieTales was likened to a Christian Disney. And at its peak, Big Idea was the largest animation studio between the coasts with revenues in excess of \$40 million. Though a booming company, Big Idea had an identity problem internally. No one could agree on the core mission. During a management retreat, Phil Vischer, Big Idea's founder, stood up and shared his founding vision. "I am a Christian," I said, "and I believe the Bible exclusively holds the truth about our standing before God and the path to restore our relationships with him. I want to share that truth with our culture. That is, at the end of the day, what Big Idea is about." Vischer didn't receive the response he expected. His president of two years said, "If that's what this is about, I need to opt out."²

Best Practices

1. We clearly **define our approach to hiring**, seeking to be prayerful and intentional to hire candidates for heart, character, and Mission fit in addition to skills and abilities. We invite staff and board members to sign a statement of faith or core belief document before joining the organization and on an annual basis thereafter.
2. We **hire and fire based on Mission**. This means that we wait for the right people to join our team, even if it takes longer than we anticipate. If a staff member undermines our Mission or core values, we communicate and act quickly, guiding and supporting them in leaving the organization, if necessary.³
3. We **reinforce the Mission through human resources practices**, weaving it into hiring, onboarding, orientation, performance assessments, incentives, recognition, corrective action, ongoing training, and promotional programs. We take the utmost care in selecting human resources staff as key influencers of culture, people, and the Mission.
4. We **provide staff with training on all aspects of the Mission**, including the convictions of past or present leaders.
5. We **genuinely care for the well-being and health of our staff**, honoring them as advancers of the Mission and, more importantly, as image-bearers of God.

Reflections

1. **Hiring:** How is the Mission of your organization incorporated into the hiring process before a candidate is extended an offer?



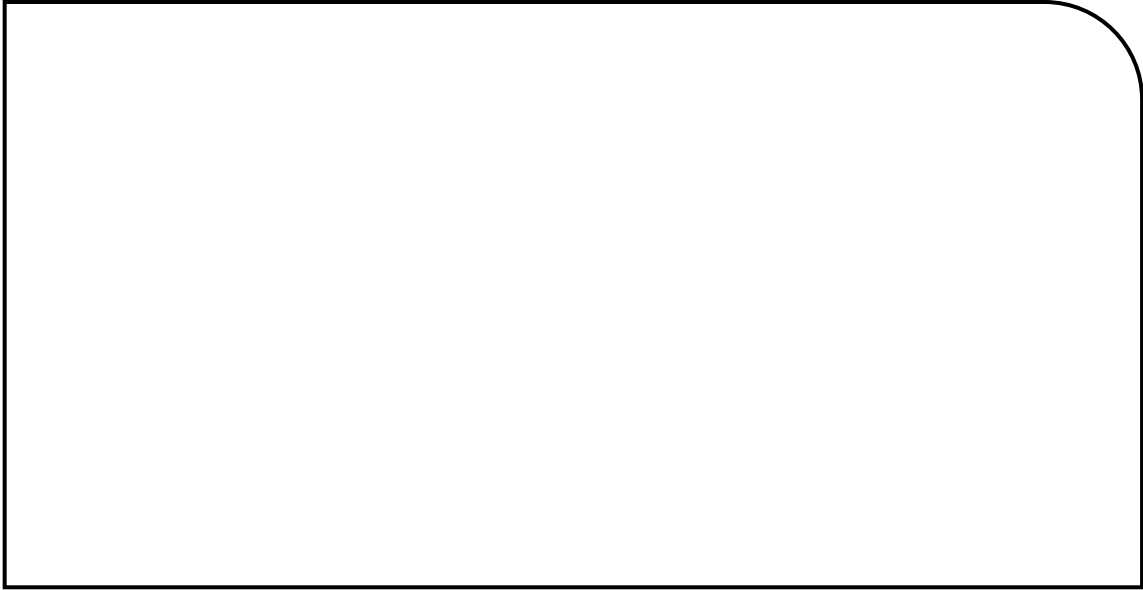
How do you screen for Mission fit?



2. **Recruitment:** How might your recruitment, onboarding, and vision-casting strategies better reinforce the reason the organization exists and what you hope to accomplish?



3. **Succession:** How many positions within your organization have a succession plan? How might you better prepare for transitions, particularly unexpected transitions or difficult-to-fill roles?



4. **Habits:** In what ways would you like to see your organization grow in reinforcing the centrality of the Mission in hiring, recruitment, and retention?

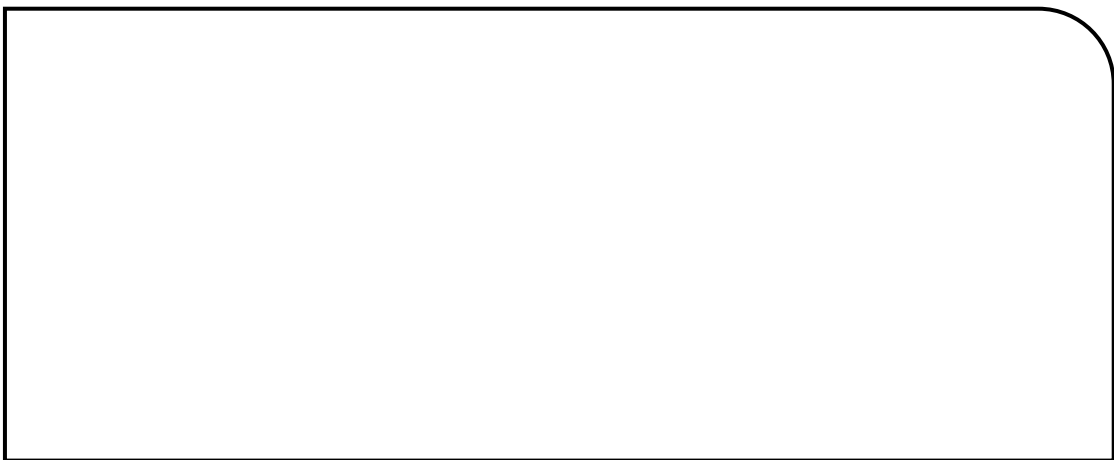


5. **Building Teams in Scripture:** Scripture provides us with insights on selecting people and teams that help to advance the Kingdom of God.

2 Timothy 2:1-2: "You then, my child, be strengthened by the grace that is in Christ Jesus, and what you have heard from me in the presence of many witnesses **entrust to faithful men, who will be able to teach others also.**"

Acts 6:3: "Therefore, brothers, pick out from among you seven men of good repute, full of the Spirit and of wisdom, whom we will appoint to this duty."

What ideas stand out to you from these passages? How might they apply to your organization?



TAKE ACTION

What is one key action step your organization could take to hire and cultivate people committed to the Mission?

Chapter 7: Funding

Whether nonprofit or for-profit, funders hold significant influence. This influence can be used to help an organization remain anchored to their Mission or propel them away from it.

Mission True organizations recruit and engage funders committed to their Mission.

Misaligned funding has driven some faith-based organizations to water down their Christian identity. Yet, many Mission True organizations have experienced growth as they have championed the cause of Christ.

Organizations like InterVarsity, Compassion, Youth for Christ, Taylor University, Young Life, and Cru have all seen dramatic increases in their charitable revenue as they've consistently proclaimed Christ and His Kingdom. And new groups of investors like Sovereign's Capital, Eagle Venture Funds, and Rising Tide Capital seek to invest in companies that have Kingdom impact. We don't think this is coincidence. Many individuals are willing to partner with you not *in spite* of your faith but *because* of it.

Mission True organizations recruit and engage funders committed to their Mission.

Read more about Mission True funding in Ch. 10 of *Mission Drift*.

We work diligently and boldly toward our Mission, trusting Christ to guide us and to bring the fruit—whether we see it in our lifetime or not. Hudson Taylor, an influential Christian missionary to China, remarked, “God’s work done in God’s way will never lack God’s supply.” God will always provide for the work He calls us to do.

Kingdom-minded donors and investors are partners and play a key role in keeping us on mission. By requesting appropriate metrics, information, or third-party assessments, donors and investors can spur organizations to stay Mission True—ensuring that operations move beyond lip-service to truly living out their Christ-centered Mission.

Remaining Mission True doesn't guarantee you'll see explosive growth in your fundraising numbers. It does illustrate, however, that while conviction about your Christian commitment may drive some corporate and government funders away, others who are aligned with the Mission will rally when you are clear and bold about who you are.¹

CASE STUDY: Andrew Carnegie

Few people have changed higher education more than Andrew Carnegie. After selling Carnegie Steel Company, Carnegie gave \$5 million to the New York Public Library and later helped to found Carnegie Mellon University.

Carnegie also made an extraordinary gift to provide pensions for teachers in America—with a small exception: Any schools under a religious governance structure or schools requiring students to adhere to a statement of belief would be excluded from his foundation's grants. For schools facing financial challenges, especially, the economic incentive prompted administrators to put a dollar value on church relationships and historical Christian identity. Often, money won.

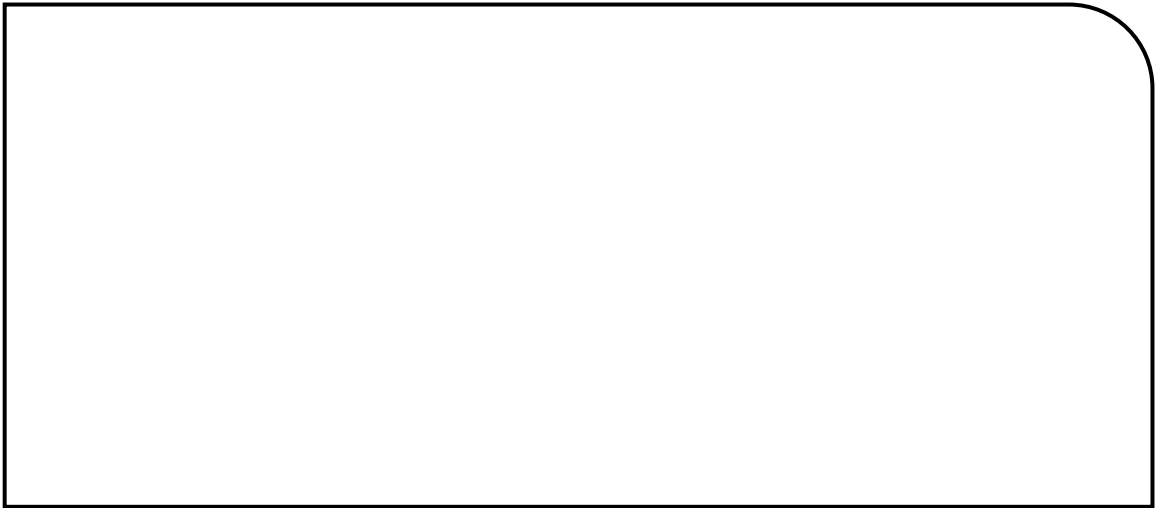
Brown University, the first college founded by the Baptists, severed ties with its affiliation to receive Carnegie's funding. Other elite colleges like Dartmouth followed. Even Oberlin College—where Charles Finney, the renowned evangelist of the Second Great Awakening, resided as the college's president several decades earlier—severed ties to receive funding.

Best Practices


1. We **partner with donors and investors whose hearts and minds are aligned with our Mission**, and we respectfully turn down requests for funding that would request we “water down” our faith.
2. Our funding processes **engage donors and investors as people with needs and interests that we can serve**, not only as those with resources that can serve us. We listen to their passions and aspirations, drawing them further into our work if appropriate, or joyfully introducing them to other organizations whose Missions would align more with their interests.²
3. Where appropriate, we bring supporters and investors to the places where we work to help them develop a deeper understanding of the Mission and the work being done to achieve it. We **creatively develop their interest in our work**, inviting them to learn with us, exploring together how we might further the Mission and boost impact.³
4. We are all stewards of the resources God has given us. Mission True organizational leaders as well as Mission True givers **take steps to ensure alignment of operational, funding, and Kingdom-impact objectives**.

Reflections

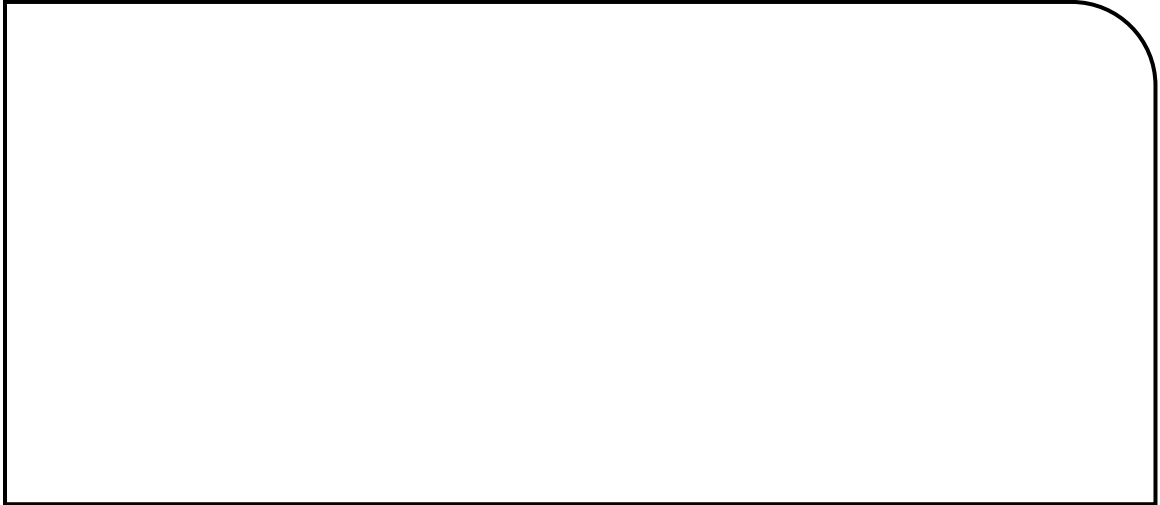
1. **Funding tensions:** Have you ever felt that a funder might be misaligned with your organization's Mission? What were the circumstances or indications that they might lead the organization off Mission?



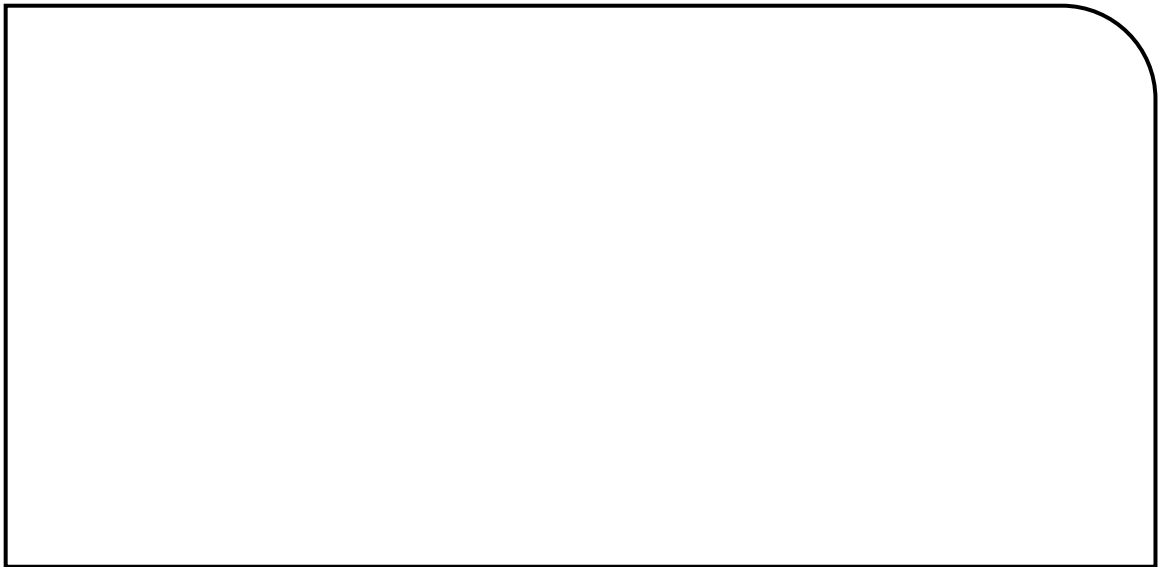
2. **Funding guardrails:** What does it look like to grow your organization's sensitivity to the impact and influence of donors on your Mission? How might you safeguard your organization's Mission from the influence of funding providers who are not fully aligned with it?



3. **For-profit funding partners:** In a for-profit context, consider right-sourcing investment capital, debt, minority partnerships, and joint ventures: Does capital bring shared ownership? How might sources of capital reinforce or distract from your Mission?



4. **Accountability:** Do you have Mission-aligned funders that keep you in check when it comes to staying focused on your Christ-centered objectives? Do they speak up if they feel that certain decisions or actions do not embody your organization values?




5. **Next steps:** How might you invite Mission-aligned funding providers to join the Mission more fully?

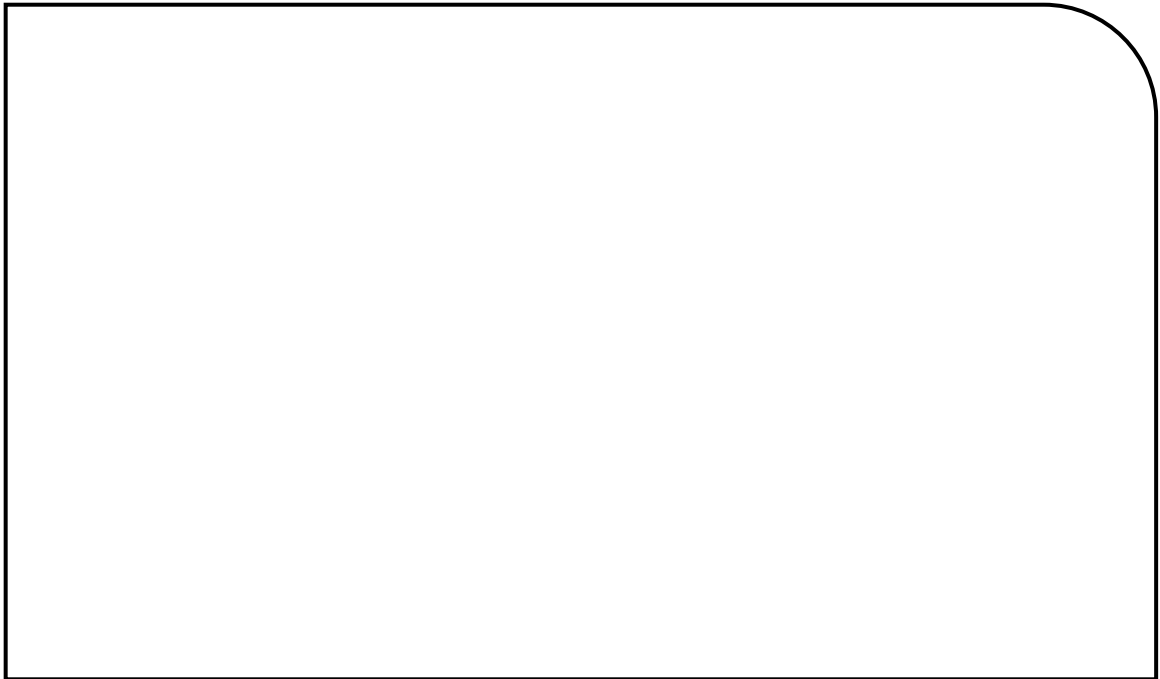


6. **Faithful Investing in Scripture:** Reflecting on the passage below and how God has spoken to you in the past, what convictions do you have about how God is calling you to invest what you've been given? (Consider time, position, relationships, resources, experience, etc.)

Matthew 25:14-16, 19-21: "For it will be like a man going on a journey, who called his servants and entrusted to them his property. To one he gave five talents, to another two, to another one, to each according to his ability. Then he went away. He who had received the five talents went at once and traded with them, and he made five talents more. ... Now after a long time the master of those servants came and settled accounts with them. And he who had received the five talents came forward, bringing five talents more, saying, 'Master, you delivered to me five talents; here, I have made five talents more.' His master said to him, 'Well done, good and faithful servant. You have been faithful over a little; I will set you over much. Enter into the joy of your master.'"



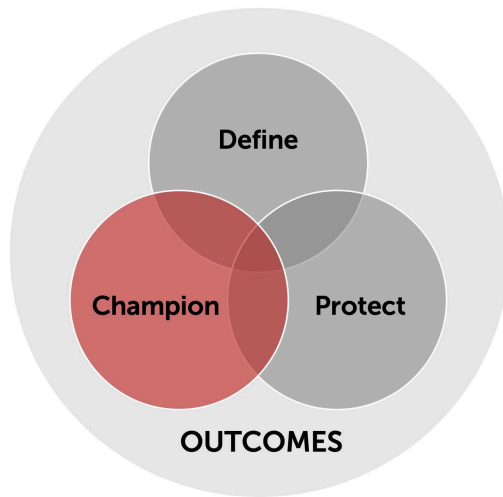
7. **Giving Priorities:** Pause to reflect on your giving. Have you communicated your own giving priorities to invite others into the process and to ensure that your funds will be given according to the stewardship call God has given you? If not, consider the following prompts to draft your values and philanthropic priorities.
- A. **Motivations:** Are there specific biblical passages or themes that God has laid on your heart to focus your investment? Examples may include discipleship (2 Timothy 2:2), orphans and widows (James 1:27), the Great Commission (Matthew 28:18-20), and material poverty (James 2:15-17).
 - B. **Passions:** What specific needs would you like to help provide for? Examples include clean water, HIV/AIDS, local or global poverty, and human trafficking.
 - C. **Specific organizations:** Are there already organizations you seek to support now and in the future? Are there specific organizations or initiatives you do *not* want to invest in?
 - D. **Impact:** As a result of the resources God has given you to pass on to others, are there particular outcomes or ways you would like to see His Kingdom come?



Commit to sharing these goals with family or advisors to invite them into your stewardship priorities.

TAKE ACTION

What is one key action step your organization could take to grow in aligning funding more closely with the Mission?



CHAMPION

Chapter 8: Excellence

"The Christian shoemaker does his Christian duty not by putting little crosses on the shoes," wrote Martin Luther, leader of the Protestant reformation, "but by making good shoes, because God is interested in good craftsmanship."¹

Mission True organizations understand that faith compels excellence in the quality and effectiveness of programs and operations.

Propelled by their faith, many Mission True organizations are setting the standard for professional excellence. They understand the inherent link between the testimony of Christ that they seek to share and the services they provide. They recognize that their Mission is too important to settle for mediocrity.

Distinctively Christian organizations hold extraordinary potential. In many cases, their firm worldview, belief in serving holistically, and willingness to engage in murky topics of values and faith sets them apart. But if that advantage is not stewarded well, it can weaken the work of us all.

Christian distinctiveness involves more than recruiting Christ-centered board members and praying during staff meetings. Mission True organizations are etched in excellence, not only in what they do but in how they do it.

Mission True organizations understand that faith compels excellence in the quality and effectiveness of programs and operations.

Read more about Mission True excellence in Ch. 12 of *Mission Drift*.

CASE STUDY: Romanian Microfinance Institution

While conducting a feasibility study in Romania, Chris Horst met with a variety of microfinance organizations. A meeting with one organization, in particular, surprised him. Like others, this organization provided loans, business trainings, and consulting services to Romanian entrepreneurs. But when they offered biblically based, business training sessions, no one showed up. Loans were seldom paid back, and no one used the consulting services.

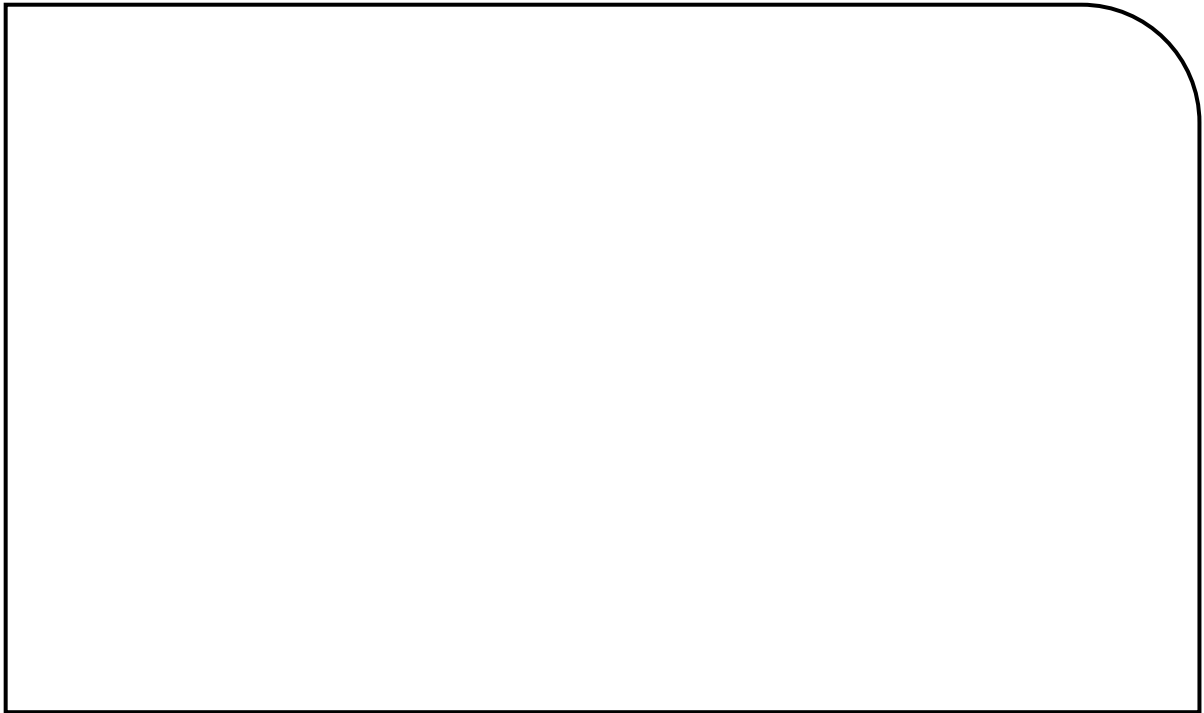
Chris realized that it was not that the Romanians were not taking advantage of these opportunities, but rather that the organization had poorly designed financial products and trainings. "We're sad nobody is showing up for our training sessions or paying back their loans," the leader shared, "but we're telling them about Jesus. And that's all that truly matters."

Best Practices

1. We **hold ourselves accountable** to excellence. More than pleasing donors, staff, beneficiaries or other stakeholders, we choose to work with excellence because it honors our Creator.
2. We **actively listen and respond to our stakeholders**: partners, staff, churches, donors, and beneficiaries to provide value and fulfill the Mission.
3. We **invest our time, energy, and resources into the programs that generate the greatest outcomes for the Mission**. Our culture of intentional monitoring and evaluation sets the expectation that we will prototype continuously, abandon unfruitful pilots, pivot less-productive programs, and sunset projects that have served their purpose in achieving the Mission.²
4. We **own our failures** and choose to learn from them. Every organization encounters failure; the key is learning how to respond well. Successful organizations don't wallow in discouragement but choose to learn from their mistakes.

Reflections

1. **Excellence and Mission drift:** How do you see excellence in your work reinforcing or detracting from your Mission? Are there areas where a lack of excellence could lead to Mission drift in your organization?

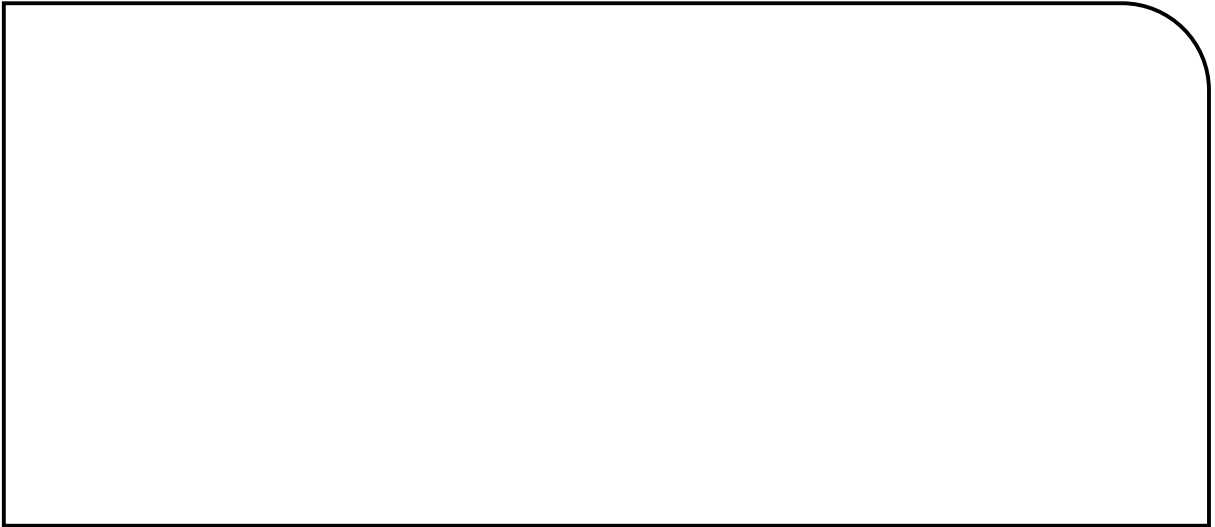


2. **Excellence in Scripture:** Review the verses below and underline key words or phrases that stick out to you.

Ephesians 2:10: "For we are God's handiwork, created in Christ Jesus to do good works, which God prepared in advance for us to do."

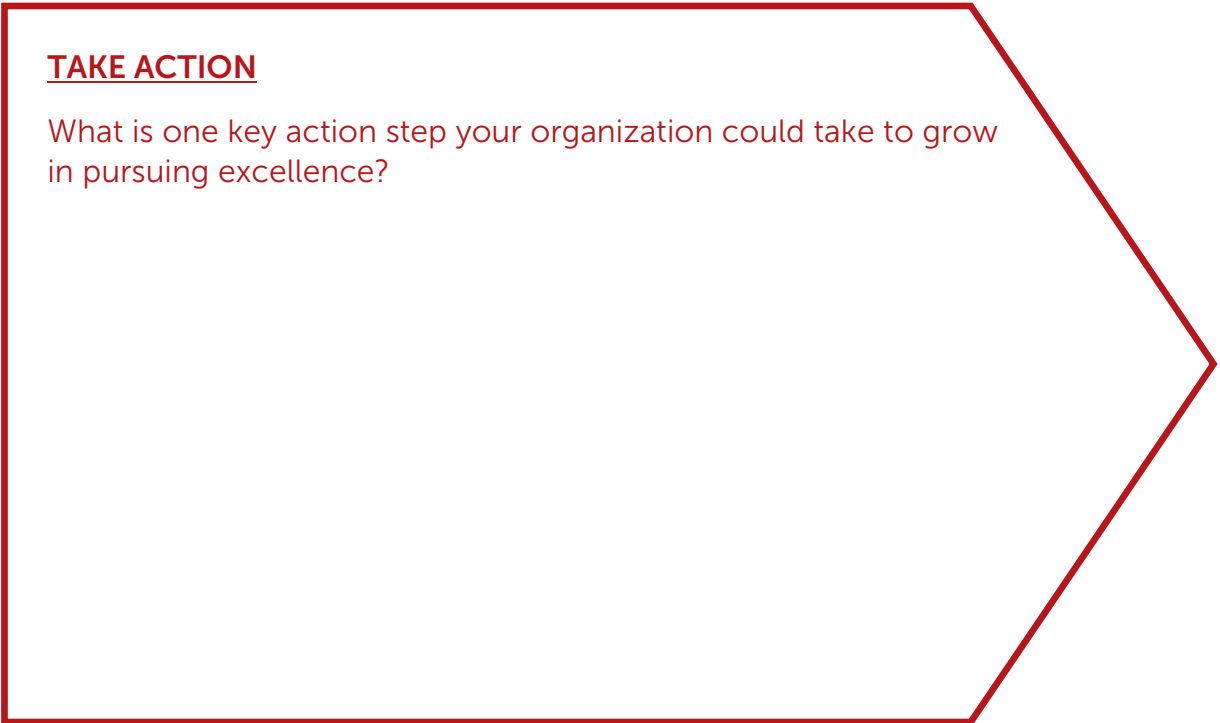
Colossians 3:23-24: "Whatever you do, work at it with all your heart, as working for the Lord, not for human masters, since you know that you will receive an inheritance from the Lord as a reward. It is the Lord Christ you are serving."

What applications come to mind as you reflect on these verses?



TAKE ACTION

What is one key action step your organization could take to grow in pursuing excellence?



Chapter 9: Culture

Peter Drucker famously said, “Culture eats strategy for breakfast.” And Mission True organizations know this is true.

Corporate culture is difficult to define and can’t be fully conveyed in an employee manual. But the culture of an organization is easy to feel. Mission True culture doesn’t just happen, and it’s far too important to leave to chance.

Mission True organizations cultivate rhythms and practices that create a Christ-centered culture.

Thoughtful leaders consider how their culture and core values reinforce the Mission. They intentionally craft the culture of their organization by creating and celebrating the traditions and rituals that reinforce the what, why, and how of the Mission.

Mission True organizations understand the significance that rhythms play in building living and breathing cultures. Cultivating a purposeful and healthy culture, reinforced by good habits, will not only help to protect your Mission but will champion your Mission among staff. These regular practices have proven to be one of the biggest safeguards against Mission drift. It’s the small, everyday decisions that, over time, either drive an organization entirely off course or deeper into Mission fulfillment.

Mission True organizations cultivate rhythms and practices that create a Christ-centered culture.

Read more about Mission True culture in Ch. 13 of *Mission Drift*.

CASE STUDY: Edify and International Justice Mission

It’s 8:30 a.m. in San Diego and staff file into Edify’s conference room. Without waiting for any administrative staff to kick things off, the CFO dials into a conference line and, shortly thereafter, the CEO—based in another state—is on the line welcoming everyone to the call. He gives a few words of greeting before prayer requests are shared from all over the world. A time of prayer commences as requests and praises from all over the organization are lifted up.

Across the country in Washington D.C., over 600 staff at International Justice Mission (IJM) lock their computers and put aside their administrative work every day to pray at 11 a.m. They pray for their clients, their advocacy, and each other.

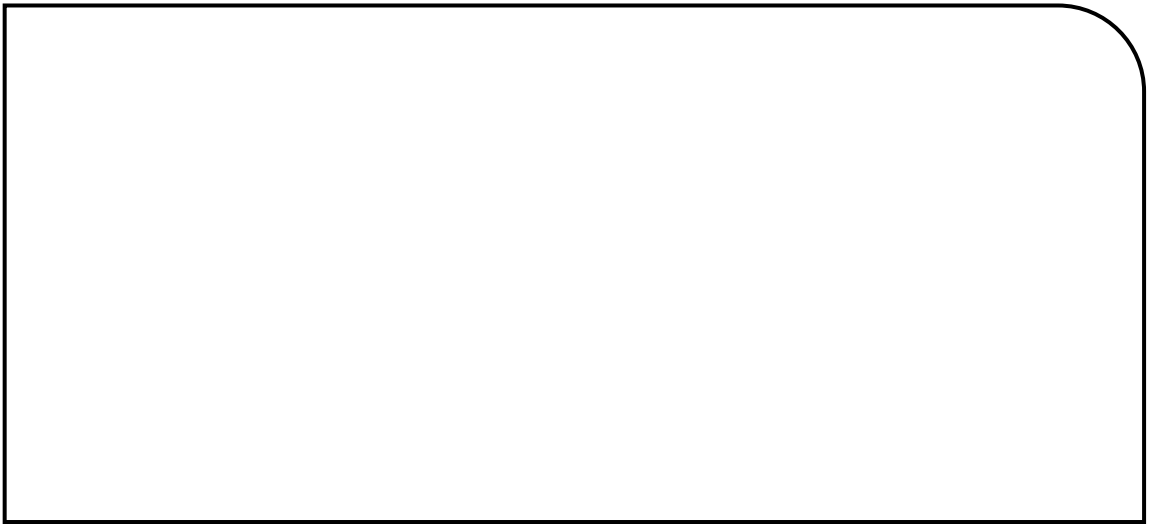
These all-staff prayer calls are priority for staff, from the most senior executives to the newest intern. Global staff in different time zones stay late (or rise early) to participate in the call. For Edify and IJM, it’s evident that these weekly rhythms of prayer aren’t a once-a-week, checkbox activity. They’re embedded into the heart of their organizational cultures.

Best Practices

1. To cultivate a healthy and purposeful culture, we **embed faith-based practices and spiritual disciplines, such as regular prayer and Scripture reading, into our work** on a weekly, monthly, and annual basis.
2. Understanding that how we work is as important as what we do, we **establish and reinforce good habits** like serving with humility and working with excellence toward our Mission.
3. We **celebrate exemplars**—be it staff members, board members, donors, or the men and women served—who live out the organization's Mission and values.
4. Knowing that an unchecked work schedule hinders productivity, we **institute regular rhythms of rest** to balance our work and reenergize us toward the Mission. We uphold the commandment to **take a Sabbath rest for one day each week** and set guardrails for staff to do the same.

Reflections

1. **Rituals and Rhythms:** What workplace rituals and rhythms are part of your organization? How are they helping to promote your organization's Mission?



2. **Prayer:** Prayer is an invitation from our Heavenly Father, the Creator of the Universe, to connect and seek His leading. Prayer isn't a break from work; prayer *is* the work. Not only does prayer help our organizations, it helps our hearts (and egos) to remember Christ.

Personally and corporately, what do your current prayer rhythms look like? What would it look like to strengthen these rhythms?



3. **Culture Shifts:** Consider how your organization's culture has changed over the past 10 years. What practices could you put in place to reinforce the Mission? What poor habits have arisen that need to be tossed? What healthy rhythms might you continue?

Start:

Stop:

Continue:

4. **Culture in Scripture:** Over and over again in Scripture, God calls His people to remember and proclaim. And today, this practice of remembering and proclaiming is a powerful force against drift. Read the verses below and underline any key phrases.

Hebrews 12:1-2 "Therefore, since we are surrounded by so great a cloud of witnesses, let us also lay aside every weight, and sin which clings so closely, and let us run with endurance the race that is set before us, looking to Jesus, the founder and perfecter of our faith, who for the joy that was set before him endured the cross, despising the shame, and is seated at the right hand of the throne of God."

1 Timothy 4:7-8: "Train yourself for godliness; for while bodily training is of some value, godliness is of value in every way, as it holds promise for the present life and also for the life to come."


Colossians 3:1-2: "If then you have been raised with Christ, seek the things that are above, where Christ is, seated at the right hand of God. Set your minds on things that are above, not on things that are on earth."

Galatians 6:8-9 "And let us not grow weary of doing good, for in due season we will reap, if we do not give up. So then, as we have opportunity, let us do good to everyone, and especially to those who are of the household of faith."

Psalms 78:4: "We will not hide them from their children but tell to the coming generation the glorious deeds of the Lord, and his might, and the wonders that he has done."

Deuteronomy 6:6-9: "And these words that I command you today shall be on your heart. You shall teach them diligently to your children and shall talk of them when you sit in your house, and when you walk by the way, and when you lie down, and when you rise. You shall bind them as a sign on your hand, and they shall be as frontlets between your eyes. You shall write them on the doorposts of your house and on your gates."

Reflecting on these verses, what applications come to mind in how to encourage and promote a Christ-centered culture in your organization?



TAKE ACTION

What is one key action step your organization could take to build a stronger Christ-centered culture?



Chapter 10: Church

In Scripture, God calls the Church His Bride.¹ “The path to secularization is made straight if you lose sight of the local church,” shared René Padilla in a World Vision workshop.² Padilla highlights the danger of missing the role of the local church in ministry. The Church has lasted for over 2,000 years; despite humanity’s best efforts to crush it, it remains.

While the Bride has plenty of blemishes, She still belongs to Christ. You cannot love the Bridegroom and show disrespect for the Bride.

Mission True organizations seek to elevate the Church as the Church elevates Christ.

The Church is God’s Plan A. There is no Plan B.³ While imperfect, the body of Christ is the anchor. You cannot remain Mission True without a rigorous commitment to Christ’s body—the church.

Partnership with local churches goes beyond seeing the Church as a funder, receiver, implementer, distributor, or input to your Mission. Mission True organizations seek to serve and walk with the Church. Their unity with the Bride invites others to experience the message of grace and salvation offered through Jesus Christ.

Mission True organizations seek to elevate the Church as the Church elevates Christ.

Read more about Mission True relationships with the local church in Ch. 15 of *Mission Drift*.

Likewise, Mission True churches live out the centrality of Christ and his Word in the life of their church, attracting aligned partners in the process.

CASE STUDY: World Relief

“We were birthed in a church, Park Street Church in Boston,” noted Stephan Bauman, former president and CEO of World Relief.

Park Street Church’s pastor, Dr. Harold Ockenga, was concerned with more than his own congregation and those across the country. Convicted that “the local church is the key to world missions,” he cared deeply for the needy and understood God’s heart for the vulnerable. He oversaw the creation of the War Relief Commission, which started partnering with local churches in Eastern Europe following World War II.

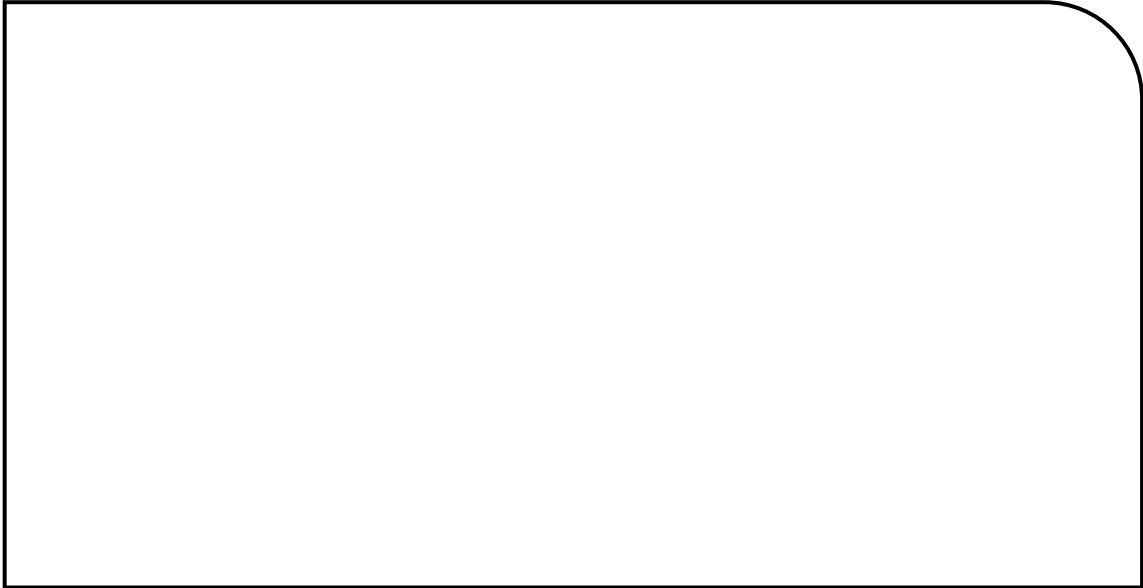
Today, World Relief is a global relief and development agency serving over four million people in over 20 countries. Bauman shared, “Everything we do is through the local church.”⁴

Best Practices

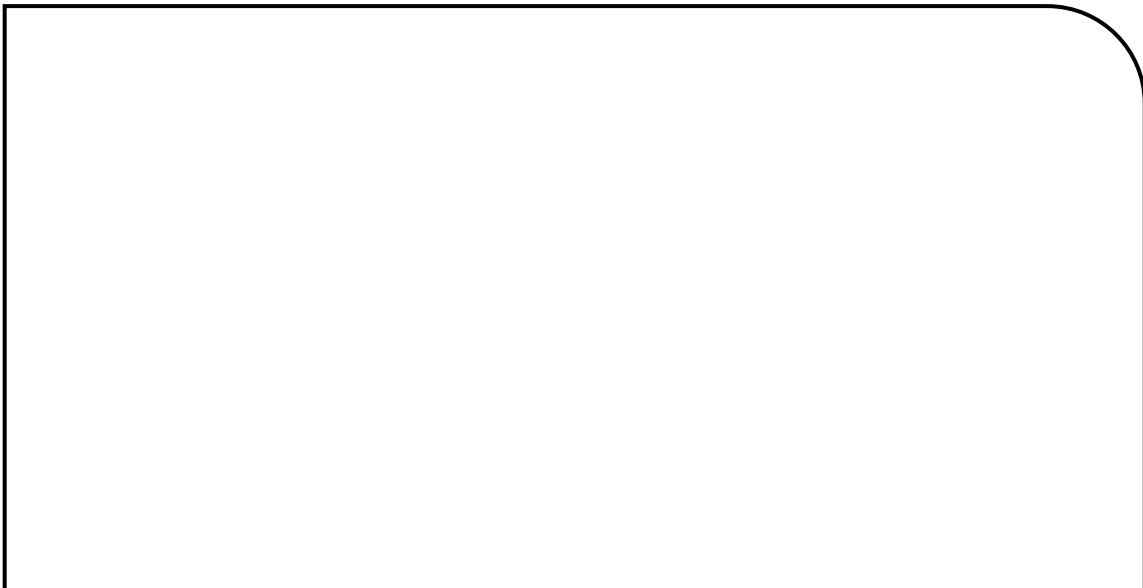
1. Whether through official partnerships or informal collaboration, we **partner with the Church** to see God's Kingdom come in our organizations, communities, and world.
2. Humbled by the invitation to join God in this work of restoration, we **use our platforms and ministries on behalf of the local and global Church**. We invite people to come and see how God is on the move throughout the world.
3. We **communicate regularly with local and global church partners**, giving frequent updates on progress and key performance indicators. As part of the communication process, we invite church partners to share what's going well and what could be improved.
4. We **are promoters and connectors of church leaders and bodies**. We seek to be ministers of reconciliation, unity builders, and collaboration encouragers among all those we work with, with priority to the Church.

Reflections

1. **Church partnerships:** What does Church partnership look like in your organization? How might this grow or improve in the years ahead?



2. **Next Steps:** If you are not currently partnering with the Church, what steps might you take to explore this opportunity? List any Missionally-aligned churches who might make good partners.



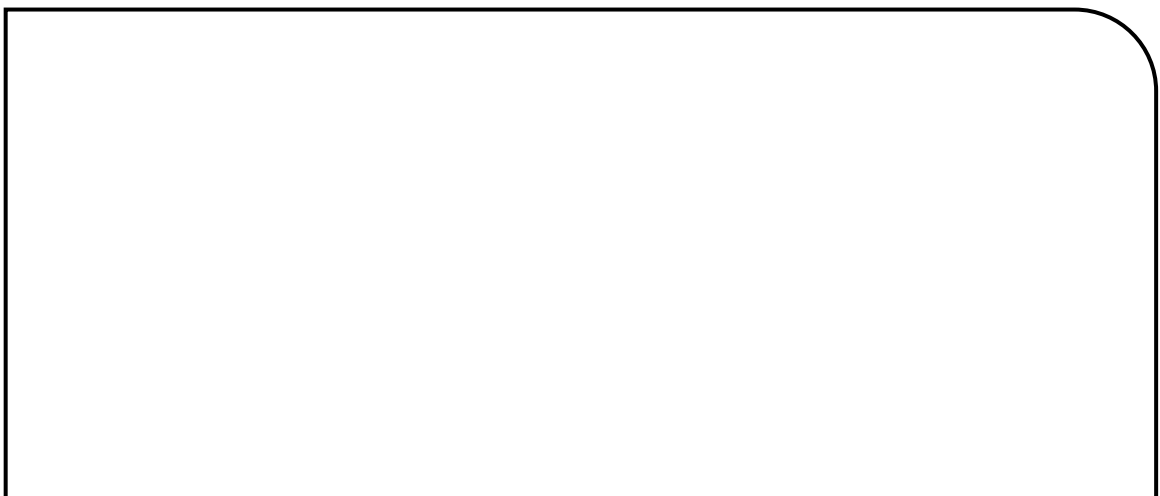
3. **Unity in Scripture:** The Church binds organizations to the grander vision of humanity's fall and God's redemption. Read the verses below and underline what sticks out to you.

1 Corinthians 12:12-27: Just as a body, though one, has many parts, but all its many parts form one body, so it is with Christ. For we were all baptized by one Spirit so as to form one body—whether Jews or Gentiles, slave or free—and we were all given the one Spirit to drink. Even so the body is not made up of one part but of many.

Now if the foot should say, "Because I am not a hand, I do not belong to the body," it would not for that reason stop being part of the body. And if the ear should say, "Because I am not an eye, I do not belong to the body," it would not for that reason stop being part of the body. If the whole body were an eye, where would the sense of hearing be? If the whole body were an ear, where would the sense of smell be? But in fact God has placed the parts in the body, every one of them, just as he wanted them to be. If they were all one part, where would the body be? As it is, there are many parts, but one body.

The eye cannot say to the hand, "I don't need you!" And the head cannot say to the feet, "I don't need you!" On the contrary, those parts of the body that seem to be weaker are indispensable, and the parts that we think are less honorable we treat with special honor. And the parts that are unpresentable are treated with special modesty, while our presentable parts need no special treatment. But God has put the body together, giving greater honor to the parts that lacked it, so that there should be no division in the body, but that its parts should have equal concern for each other. If one part suffers, every part suffers with it; if one part is honored, every part rejoices with it. Now you are the body of Christ, and each one of you is a part of it.

What does it look like to apply this passage to your organization? How can you seek to embody this picture of the Church in your partnerships?



TAKE ACTION

What is one key action step your organization could take to grow in your relationship with the Church?

Bringing it all together

Mission True organizations know who they are and actively safeguard, reinforce, and celebrate their DNA.

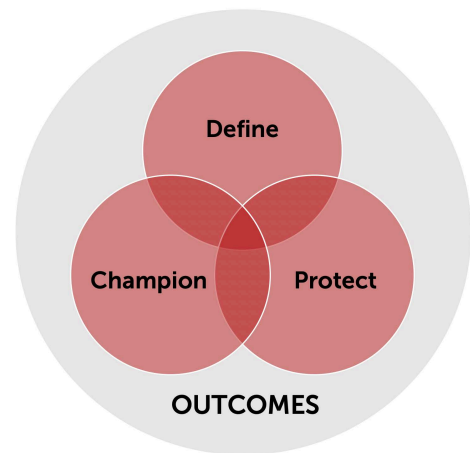
Intentional in decisions big and small, Mission True leaders define, protect, and champion the Christ-centered Mission throughout their tenure and set up their teams and successors to do the same.

While the journey of defining, protecting, and championing the Mission is not always linear, these elements reinforce one another to strengthen the organization. When organizations take measures to intentionally define, protect, and champion their Mission with the 3Ps—policy, practices, and people—in mind, they see outcomes in their work. These outcomes reaffirm the organization's commitment to remaining Mission True.

Mission True organizations see outcomes of success.

The fruits of their intentionality in defining, protecting, and championing their Mission are evident among staff and stakeholders. As Mission True organizations flourish, they may see outcomes in these ten areas:

1. **Leadership:** Leaders serve from a thriving personal relationship with Christ. They seek to follow His direction for the organization and align policies, practices, and people with the Mission. They provide channels for open communication among staff, in such a way that staff can raise concerns regarding drift and know they will be heard.
2. **Clarity:** Mission True organizations have a well-defined, Christ-centered Mission. All stakeholders carry a consistent understanding of the Mission and recognize how their work contributes to Mission fulfillment.
3. **Messaging:** The Mission is consistently communicated to all stakeholders. People are drawn into the Mission—in part, for its clear convictions.
4. **Metrics:** Metrics are intentionally selected and reflect the holistic Mission of the organization. The impact of the Mission is evidenced and reinforced through regular and consistent reporting.
5. **Governance:** Mission True boards recognize their role as guardians of the Mission. Each governing body member understands and owns the Mission. They recognize risks related to Mission fulfillment and discuss these regularly as a group.



6. **People:** Through strong hiring and cultivation practices, staff embrace and champion the Mission, creating a pipeline of future Mission True leaders. They take personal ownership in advancing and protecting the Mission. Through church engagement, personal relationship with the Lord, and a nurturing organizational culture, there is evidence of increasing fruits of the Holy Spirit (Galatians 5:22-23) in lives of staff, board members, leadership, and beneficiaries.
7. **Funding:** Mission True organizations benefit from Mission-aligned donors who support the work and provide appropriate accountability to encourage leadership to stay on Mission. Donors and investors feel cared for in their relationship with the organization and are treated as partners in the work.
8. **Excellence:** Mission True organizations have a reputation of doing excellent work, not only in what they do, but how they do it. People internally and externally flourish spiritually, personally, materially, and socially because of the intentionality and quality of their work.
9. **Culture:** A Christ-centered culture is cultivated and strengthened over time through regular habits of prayer, rest, and celebration.
10. **Church:** The organization thoughtfully and intentionally seeks ways to partner with the local and global Church in advancing the Gospel.

Be watchful. As your organization grows and strengthens its Mission, regularly reflect on the outcomes or “fruit” you are seeing as part of the journey. Give thanks and celebrate the story God is writing through your organization.

Our prayer for you in this journey

Our prayer for you and your team is that you would see the outcomes and fruit of the Holy Spirit within your organization both now and for generations to come. We pray that the Lord will lead you and guide you each day in this endeavor.

We pray “that our God may make you worthy of his calling and may fulfill every resolve for good and every work of faith by his power, so that the name of our Lord Jesus may be glorified in you, and you in him, according to the grace of our God and the Lord Jesus Christ” (2 Thessalonians 1:11).

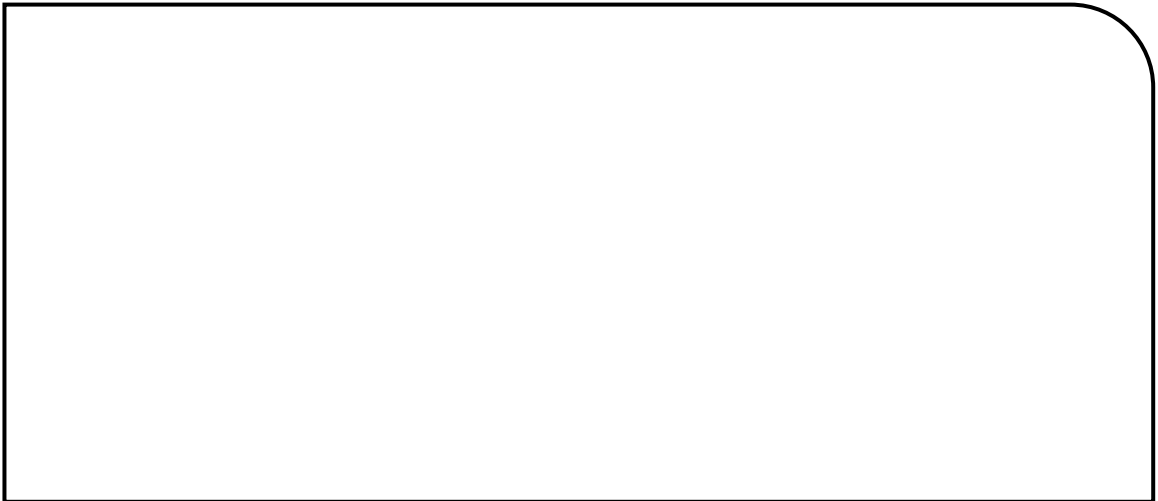
May God grant you wisdom to lead your organization. “That you may be filled with the knowledge of his will in all spiritual wisdom and understanding, so as to walk in a manner worthy of the Lord, fully pleasing to him: bearing fruit in every good work and increasing in the knowledge of God; being strengthened with all power, according to his glorious might, for all endurance and patience with joy; giving thanks to the Father, who has qualified you to share in the inheritance of the saints in light” (Colossians 1:9b-12).

"Therefore, my beloved brothers, be steadfast, immovable, always abounding in the work of the Lord, knowing that in the Lord your labor is not in vain."

1 Corinthians 15:58

Reflections


1. Reflecting on the last 12 months, what outcomes have you observed related Mission fulfillment? Are you experiencing Mission drift or making progress to becoming Mission True?



What were the key contributors to those outcomes?



2. In what ways would you like to strengthen the impact and Mission fulfillment of your organization?



3. In Hebrews 11:1, the author declares, "Now faith is confidence in what we hope for and assurance about what we do not see." Where do you sense God is leading your organization?

Where is he calling you to take a step of faith in your Mission True journey?



We invite you to schedule a half or whole day retreat with your leadership team, board, or trusted advisors to further reflect and discern the next steps on your Mission True journey. Take time now to schedule this gathering to continue the conversation. A sample agenda for a Mission True Retreat is provided in the next section.

May God lead you, guide you, and provide abundantly more for you as you seek Him and live out the Mission He has given to you.

TAKE ACTION

What are the next steps on my Mission True journey?



Learn more about *Mission Drift* at www.missiondrift.com. Additional resources are available on HOPE International's online resource library: www.hopeinternational.org/resources.

To learn about the work of HOPE and how you can partner with us, visit at www.hopeinternational.org or contact info@hopeinternational.org.

MISSION TRUE WORKSHOP GUIDE

Mission True Workshop

As a next step on your Mission True journey, we recommend that leadership teams dedicate time to go through the following workshop exercises. A sample agenda for a Mission True Workshop is provided below.

If it is not possible to go through the exercises together in a half-day or whole-day meeting, consider asking each leadership team member to go through exercises individually and share responses as a group during a regularly scheduled meeting.

Pre-work

We recommend that group members go through the Mission True Workbook above in advance of going through the workshop. If group members have not had a chance to do this, skip the first activity, workbook takeaways, and move right to the self-assessment.

If group members haven't already read *Mission Drift*, read the book or a summary of the book (Appendix A) to give everyone common language and a clear understanding for why remaining Mission True is important.

If meeting time is limited for the group, ask participants to complete the reflection portion of the workbook takeaways activity and self-assessment in advance. The group can then move more quickly through these activities.

Facilitation

To ensure that everyone can engage effectively, you may consider using a trusted internal or external facilitator to guide the discussion.

It is recommended to have a dedicated "historian" responsible for consolidating and re-sharing the ideas collected during the workshop. You may have one historian for all of the activities or designate different people to consolidate the results of each activity.

The adult mind needs a break every 90 minutes. Plan for breaks and encourage people to take additional breaks during activities if they finish early. Encourage people to stand often and walk around the work to help stimulate ideas.

Supplies

- Printed copies of the workshop section of the Mission True Workbook
- Pens
- Sharpies
- Post-its
- Flipchart paper and/or white board
- Dot stickers (optional)

Make sure that meals are provided as well as snacks and plenty of beverages to stay hydrated and caffeinated.

Sample Mission True Workshop Agenda

Participants	<ul style="list-style-type: none"> Executive leaders (board and/or executive management team) Under 20 participants.
Time	6-8 hours depending on the size of the group
Suggested pre-work	<ul style="list-style-type: none"> Complete the Mission True Workbook. Bring any notes or reflections from the workbook to the workshop. Read <i>Mission Drift</i> or book summary. Complete the workbook take-aways and Mission True self-assessment. <i>(Both of these can be done ahead if workshop time is limited.)</i>

AGENDA	
Welcome (10 minutes)	<ul style="list-style-type: none"> Open the time with prayer. Thank people for attending. Encourage open and honest participation throughout the day. Provide context for the reason you're dedicating the time to this retreat and share about your own Mission True journey and convictions as appropriate.
Reconnect (20 minutes)	<ul style="list-style-type: none"> Invite each participant share one personal and/or professional highlight or update to reconnect. This interaction also helps to build safety and comfort with sharing.
Share devotion (30 minutes)	<ul style="list-style-type: none"> Have one person ready to share a devotion on a related topic to the workshop (e.g. Hebrews 11 for faith in the Lord). Ideally, the leader gives a devotion for 15-20 minutes and reserves 10-15 minutes for group discussion and reflection.
Pray (15 minutes)	<ul style="list-style-type: none"> Have a time of open prayer as a team. Pray for wisdom, unity, clarity of direction, the Holy Spirit's presence and leading during the workshop.
Complete workbook take-aways (30 minutes)	<ul style="list-style-type: none"> Go through the Workbook chapters and record key learnings and proposed next steps.

Discuss workbook take-aways (30 minutes)	<ul style="list-style-type: none"> • Reflect and discuss learnings from the first section of the Workbook together.
Break	
Take self-assessment (30 minutes)	<ul style="list-style-type: none"> • Complete the self-assessment individually, recording your answers.
Discuss self-assessment (30 minutes)	<ul style="list-style-type: none"> • Once everyone is finished going through the self-assessment, discuss key takeaways and go through the prompts provided.
Define drift (30 minutes)	<ul style="list-style-type: none"> • Discuss indicators of drift for your organization. • Share ideas of possible changes that would not signal Mission drift.
Break	
Brainstorm (60 minutes)	<ul style="list-style-type: none"> • Brainstorm together: How might we define, protect, and champion our Mission?
Start action planning (30 minutes)	<ul style="list-style-type: none"> • Identify top priorities. • Articulate next steps and connect them to existing organizational goal tracking or workflows.
Identify barriers (30 minutes)	<ul style="list-style-type: none"> • Identify barriers that limit action plan implementation.
Closing: Plan for implementation and application (30 minutes)	<ul style="list-style-type: none"> • Reflect on key learnings and action items.

Workbook Takeaways

Individual Reflection: Reflect on workbook chapters.
15 minutes

REVIEW each chapter of the Mission True Workbook.

RECORD key learnings and action steps from the
“Take Action” boxes in the table below.

TAKE ACTION

What are the next steps on my Mission True journey?

Chapter	Key Learnings	Take Action / Next Steps
Leadership		
Clarity		

Messaging		
Metrics		
Governance		

People		
Funding		
Excellence		

Culture		
Church		

Share key takeaways as a group or in pairs. Circle or write out any key action steps to consider going forward.

Mission True Self-Assessment

Self-Assessment: Consider what Mission drift looks like in your organization.
30 minutes

COMPLETE the Mission True self-assessment below on your own.

On a scale of 1-5, record your opinion on the following statements about your organization.

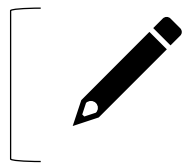
1 = Disagree

2 = Somewhat Disagree

3 = Neutral

4 = Somewhat Agree

5 = Agree



As you complete the self-assessment:

SELECT *key practices that you may want to
apply to your organization.*

Once you have each completed the assessment, **COMPARE** and **DISCUSS** your responses with your colleagues.

CLARITY

Disagree Somewhat Disagree Neutral Somewhat Agree Agree N/A

1. The organization has a mission statement that explicitly describes its Mission.

2. Plans to change the Mission reflect refinement of the Mission, not drift from it.

3. The organization has guiding documents (e.g. strategic plans) that outline how it will achieve its Mission. This includes operational, social, and spiritual objectives.

4. The organization's Mission is clearly reinforced by its core documents (e.g. vision statement, statement of faith, culture statements, core values).

5. The organization has a documented founder intent statement or Mission story to memorialize the reasons why the leaders began to integrate their faith within their work.

CLARITY: Add your scores together and divide by 5 to determine your average score for this section.

____ / 5 = ____

1 = Disagree | 2 = Somewhat Disagree | 3 = Neutral | 4 = Somewhat Agree | 5 = Agree

GOVERNANCE

Disagree Somewhat Disagree Neutral Somewhat Agree Agree N/A

1. There is consistent understanding, articulation, and support for all aspects of the Mission of the organization among board members and/or external advisors.

2. Board members (or other external advisors) are aware of their role as guardians of the Mission. They regularly provide guidance and accountability on the organization's culture, core values, and metrics, so that it will remain committed to all aspects of the Mission.

3. Prospective board members (or other external advisors, attorneys, accountants, consultants) are assessed for their alignment with all aspects of the organization's Mission.

4. Governing by-laws or other board documents include "guard rail" provisions that prevent one set of governing members from modifying the Mission, governing documents, or composition of the board.

GOVERNANCE: Add your scores together and divide by 4 to determine your average score for this section.

_____ / 4 = _____

1 = Disagree | 2 = Somewhat Disagree | 3 = Neutral | 4 = Somewhat Agree | 5 = Agree

LEADERSHIP & PEOPLE

Disagree

Somewhat
Disagree

Neutral

Somewhat
Agree

Agree

N/A

1. The Mission of the organization is reinforced through human resources practices including hiring, on-boarding, orientation, performance assessment, incentives, recognition, corrective action, ongoing training, and promotion.
2. Succession planning processes cultivate candidates for leadership roles who not only support but champion all aspects of the Mission.
3. Sharing the Mission story is done during new staff orientation and is reinforced regularly (annually).
4. Compared to a year ago, staff show increased engagement with the spiritual dimensions of the organization (e.g. prayer, devotions, discipleship, chaplaincy, giving, etc.).
5. If the organization were to lower its emphasis on the spiritual aspects of the Mission, staff would leave.

LEADERSHIP & PEOPLE: Add your scores together and divide by 5 to determine your average score for this section.

_____ / 5 = _____

1 = Disagree | 2 = Somewhat Disagree | 3 = Neutral | 4 = Somewhat Agree | 5 = Agree

METRICS & EXCELLENCE

Disagree Somewhat Disagree Neutral Somewhat Agree Agree N/A

1. The organization tracks metrics (e.g. key performance indicators) that capture all aspects of the Mission.
2. Organizational metrics showing progress on the mission are used in decision making.
3. Relationships with organizational partners (e.g. operational, financial, or implementing partners) are evaluated upfront and on an ongoing basis for Mission alignment.
4. All members of management are supportive of the organization's spiritual objectives.
5. Management is aware of obstacles that would prevent the organization from achieving all aspects of its Mission.
6. Management shows capacity and a strong commitment to execute all aspects of the Mission in the long term.
7. The organization has said "no" to a good opportunity because it did not align with its Mission.

METRICS & EXCELLENCE: Add your scores together and divide by 7 to determine your average score for this section.

_____ / 7 = _____

1 = Disagree | 2 = Somewhat Disagree | 3 = Neutral | 4 = Somewhat Agree | 5 = Agree

CULTURE & MESSAGING

Disagree

Somewhat
Disagree

Neutral

Somewhat
Agree

Agree

N/A

1. The organization has regular activities with staff to reinforce all aspects of the Mission.

2. There is a consistent understanding and articulation for all aspects of the Mission across the organization.

3. There is consistency and clarity in the organization's communication of Mission to all stakeholders.

CULTURE & MESSAGING: Add your scores together and divide by 3 to determine your average score for this section.

____ / 3 = ____

1 = Disagree | 2 = Somewhat Disagree | 3 = Neutral | 4 = Somewhat Agree | 5 = Agree

Individual highs and lows: What were your highest and lowest scoring indicators?

Share Results

Group Discussion: Share results from the self-assessment.
30 minutes

SHARE results from the self-assessment and record summary scores in the table below.

DISCUSS key learnings and observations together as a group.

If reviewing this in a group setting:

In your workbook or on a whiteboard, record the summary scores for each section. Providing names is optional.

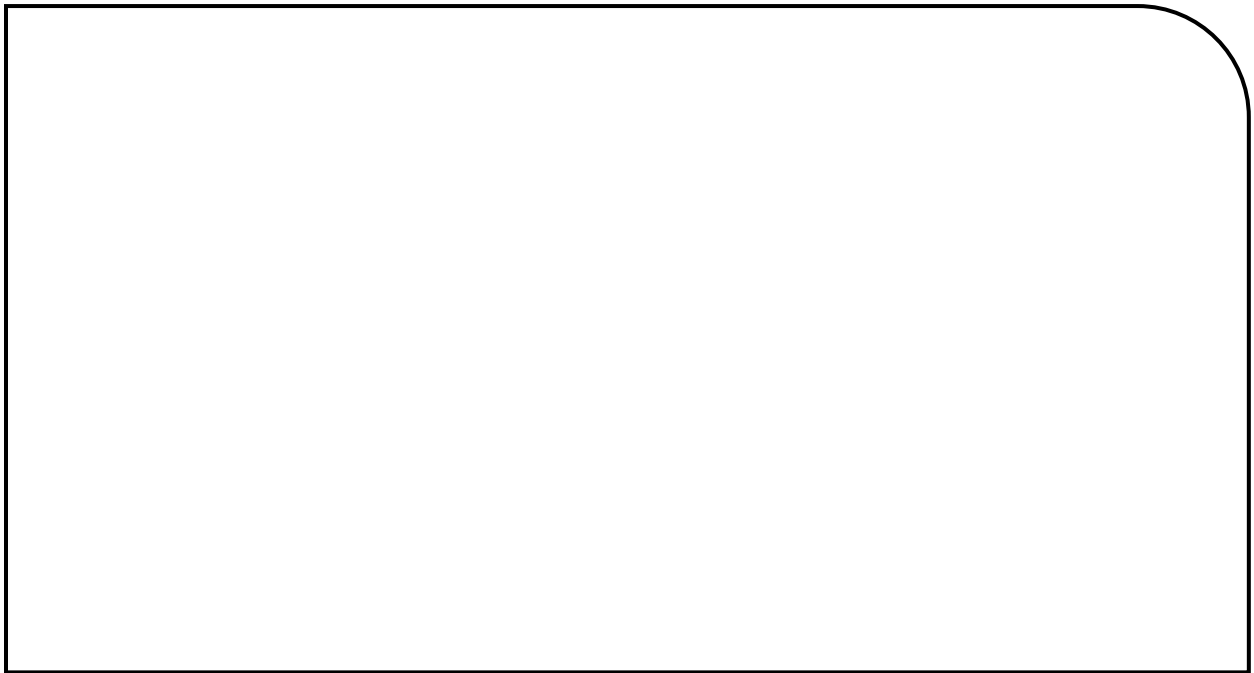
Name	Clarity	Governance	Leadership & People	Metrics & Excellence	Culture & Messaging	Total

Group highs and lows: What were the group's highest and lowest scoring categories?

Discuss and share your own highest and lowest scoring indicators.



SHARE observations and scoring with your colleagues. What stood out to you? What best practices did you circle? What variations or inconsistencies did you notice? Note any similarities or differences between your assessments.



TAKE ACTION

Based on the self-assessment, what next steps do you see to improve how your organization defines, protects, or champions its Mission?

Define Drift

Group Activity: Define Mission drift as a team.
15-30 minutes

SHARE definitions of drift together. If you have not already done so, review what you wrote out as examples of Mission drift from the reflections on Chapter 1.

Below or using sticky notes, have everyone write out their ideas for what it could look like if the organization drifted from its Christ-centered Mission. Cluster similar ideas together or circle themes.



What changes could be made in the future that would not signal Mission drift? Cluster similar ideas together or circle themes.



Have the designated historian for this activity collect and consolidate all feedback provided here to share back and finalize with the group at a follow-up meeting. Once approved, this list will serve as a key organizational artifact to help future leaders of the organization to clearly define Mission drift.

Brainstorm ways to stay Mission True

Group Activity: Brainstorm how to define, protect, and champion Mission.
60 minutes

BRAINSTORM ideas for defining, protecting, and championing your organization's Mission. Use posters and sticky notes to collect ideas and stickers to prioritize ideas.

Reflect *15 min*

Individually, **REFLECT** on the following question: How might we define, protect, and champion our Mission?

WRITE DOWN your ideas on sticky notes. For inspiration, **REFERENCE** your notes from throughout the Workbook and workshop, including the Next Steps boxes and Best Practices sections.

Share *15 min*

One at a time, **SHARE** each of your ideas for how to define, protect, and champion your organization's Mission.

PLACE sticky notes with ideas on posters or on a whiteboard where everyone can see them.

Cluster *10 min*

After sharing the initial round of ideas, **CLUSTER** your ideas into core themes. **WRITE** the names of the themes near each cluster. Themes could include human resources, communication, operations, practices, training staff, policies, governance, etc.

Add ideas *10 min*

As you identify themes, continue to **BUILD** on one another's ideas with more sticky notes.

Prioritize *5 min*

Once all the ideas are shared, give each person 3 dot stickers (or ask them to draw 3 dots).

PLACE your stickers (or large dots) next to the ideas you think your organization should focus on for implementation. Take note of the ideas that have the most votes.



Take a photo to capture the ideas shared. Have the historian capture the ideas shared during this time for future reference.

Mission True Action Plan

Group Activity: Build your Mission True action plan.
30 minutes

Review the top actions discussed during the brainstorming activity and finalize top action items to integrate in ongoing goals or workflows.

WRITE the “Top Action Items” from the previous exercise on the Mission True Action Plan found on the next page. Put ideas with the most votes first.

DISCUSS: Is anything missing? Are these the right actions to focus on? Are there other ideas not voted for that we don’t want to miss?

Of all action items listed, **SELECT THE TOP 3** ideas to integrate into ongoing goal setting and workflows.

COMPLETE the rest of the Mission True Action Plan for the top 3 ideas by assigning a person to own each item and specifying next steps. Be realistic with setting deadlines.

MISSIONTRUE

Mission True Action Plan

Top Action Items	Person Responsible	Next Steps / Deadline
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

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Mission True Action Plan

Top Action Items	Person Responsible	Next Steps / Deadline
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		

Identify Barriers to Action

Group Activity: Identify barriers to the action plan.
30 minutes

| **DISCUSS** and **DOCUMENT** barriers to implementing the action items listed in your Mission True Action Plan. Next, **IDENTIFY** and **DOCUMENT** possible solutions.

On a white board or flipchart, ask the group to **BRAINSTORM** possible barriers to completing the top 3 action items selected. Write these ideas on the left side of the space.

After all potential barriers are listed, ask the group to **WRITE SOLUTIONS** to each. Write these ideas on the right side of the space, next to each barrier.

Barriers	Possible Solutions

Closing

Reflect: Plan for application and implementation.
15 minutes

I REFLECT on key learnings and action items.

REVIEW the Workshop activities and ask each person to share a key learning and action step. Review the top 3 action steps the group discussed.

- Articulate next steps. Consider using the following objective-setting worksheet to capture one or more of the action items.
- Ensure that the senior leader (or another designated leader) will provide accountability to the action item owners. Discuss deadlines for next steps and schedule times to discuss results.
- Discuss ways to integrate the learnings and action steps into existing, effective workflows to reinforce implementation.

DISCUSS how you might you share these learnings with staff who have not joined the workshop. Consider the following ideas and discern what works best for your organization.

1. Share your top Mission True action items during an upcoming staff meeting and regularly update the team on the progress of these goals for visibility and accountability.
2. Share your key learnings from the Mission True Workbook with your team.
3. Consider how your Mission True Plan fits within your team's existing objectives and ongoing activities.
4. Invite staff, board members, investors, and donors into the Mission True process.

Mission True Objective-Setting Worksheet

Write one Mission True objective from the action plan and supporting key results to focus on in the next few weeks.

Planning Worksheet: Objective & Key Results
Objective
HOW will this objective be achieved? <i>What activities, projects, or initiatives might your team implement to achieve this objective and its key results?</i>
WHEN do you estimate implementing this objective? <i>When is the deadline? During which months might your team work on achieving this objective?</i>
What RESOURCES will be needed to achieve this objective and its key results? <i>Think about the staff support, funding, technological systems, and processes needed to implement this objective.</i>

Who will you ask to hold you and your team accountable for remaining Mission True?

Without accountability, plans fade, ideas drift, and integrity can be compromised.

Proverbs 15:22: "Without counsel plans fail, but with many advisers, they succeed."

Ecclesiastes 4:12: "A threefold cord is not quickly broken."

Proverbs 27:17: "As iron sharpens iron, so one person sharpens another."

Thank You

Thank you for joining us on this Mission True journey. Our prayer is that the case studies, best practices, and reflection activities will equip and energize you as you seek to strengthen your organizational Mission and create a lasting legacy of Kingdom impact. Though this is the end of the Workbook, it is—in many ways—only the beginning of remaining Mission True.

May God richly bless you and your organization in the decades to come!

Learn more about *Mission Drift* at www.missiondrift.com.
Additional resources are available on HOPE International's
online resource library: www.hopeinternational.org/resources.

To learn about the work of HOPE and how you can partner with us, visit
at www.hopeinternational.org or contact info@hopeinternational.org.



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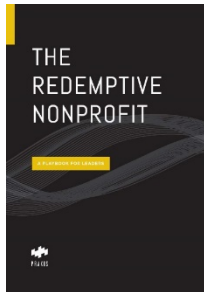
Brianna Lapp, thank you for guiding this project along through the rough draft stages to completion. The many hours you spent editing and refining this Workbook have made it a sharper, more cohesive resource.

Brittany Eberly, thank you for your outstanding work on the Workbook's cover and the extra effort you put in to make this resource available both online and in print. Thanks for bringing this Workbook across the finish line!

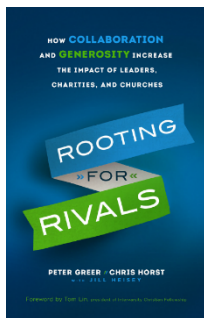
HOPE International friends, colleagues, and board members – thank you for your passion for Christ and heart for the mission of HOPE. An organization is only as good as the people who make it up, and we work alongside some of the best! It's a gift to serve with you.

And lastly, to our Lord and Savior, Jesus Christ – thank you for modeling what it means to be Mission True. We couldn't walk this journey without your guidance, wisdom, and grace. All glory to You!

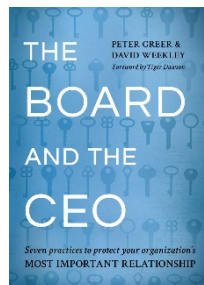
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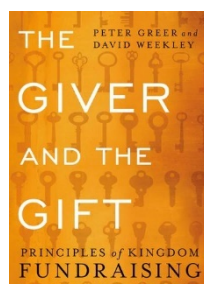
The Redemptive Nonprofit is a short playbook for nonprofit leaders with six core commitments and actionable practices of redemptive nonprofits. We are grateful to the Praxis community for this short playbook, which informed several of the Mission True best practices. For more information on *The Redemptive Nonprofit*, visit www.redemptivenonprofit.org.



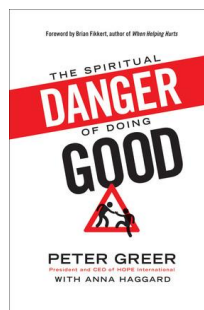
Rooting for Rivals reveals how leaders, charities, and churches can multiply their impact by cooperating rather than competing with others. Peter Greer and Chris Horst, authors of *Mission Drift*, explore case studies that illustrate the power of collaboration as they share how to lead and serve from a posture of abundance. For more information on *Rooting for Rivals*, visit www.rootingforrivals.com.



The Board and the CEO focuses on the most important—yet most challenging—organizational relationship: the one between the board and the CEO. In this practical and concise book, Peter Greer and David Weekley draw from their years of experience to equip other board members and organizational leaders to enter into an impactful, life-giving partnership. For more information on *The Board and the CEO*, visit www.peterkgreer.com/the-board-and-the-ceo.



The Giver and the Gift outlines a Kingdom perspective on fundraising. Peter Greer and David Weekley help to dismantle shaky beliefs and practices, energizing a new generation for generosity and rediscovering a path that values the giver as much as the gift. For more information on *The Giver and the Gift*, visit www.peterkgreer.com/the-giver-and-the-gift.



The Spiritual Danger of Doing Good is a call to remember why we serve and to increase our awareness of our blind spots, which can wreck individuals, families, and ministries. Exploring challenges facing those in service, Peter Greer and Anna Haggard seek to equip Christ-followers to live well—and to rediscover the heart of true service. For more information on *The Spiritual Danger of Doing Good*, visit www.peterkgreer.com/the-spiritual-danger-of-doing-good.

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For support in facilitating the workshop, implementing best practices, and understanding your organization's mission alignment, contact Becca at becca@onmissionadvisors.com or visit www.onmissionadvisors.com.



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Appendix A: *Mission Drift* Chapter Summaries

Summary taken from [*Christianity Today*, Spring 2015 issue](#).

1. The Unspoken Crisis

The authors open with a warning: "Without careful attention, faith-based organizations will inevitably drift from their founding mission." Drift happens slowly, for reasons that make good sense at the time. (Why turn down a donation when the donor is only asking you to tone down your Christian message a little bit?) Greer and Horst realized that their own organization (HOPE International) was on a path toward drift. But as they investigated, they "found reasons to be optimistic that drift is not inevitable."

2. The Tale of Two Presbyterian Ministers

Comparing the stories of two organizations founded by Christian ministers (Christian Children's Fund, which "drifted" to ChildFund International, and Compassion International, which stayed Mission True), Greer and Horst note what protects organizational identity. "To remain Mission True is to adapt and grow, so long as that adaptation and growth does not alter the core identity."

3. Functional Atheism

The authors write that the "most precious asset" of Mission True organizations is the gospel. The gospel's relevance to, say, Christian humanitarian work is widely recognized. So how does it fall by the wayside for faith-based organizations? Ironically, it's "often Christians who seem most likely to be the biggest critics of bold Christian distinctiveness in our organizations." This "functional atheism" kills distinctiveness and sets organizations adrift.

4. Death by Minnows

The authors quote Steve Haas of World Vision: "Getting eaten by a whale or nibbled to death by minnows results in the same thing, although one demise is easier to diagnose." Countering the slow death means hard decisions, perhaps many of them, to protect and propel the mission. Organizations must be tireless when it comes to safeguarding their Christian mission.

5. The Secret Recipe to Quaker Oats

The Crowell Trust (Quaker Oats foundation) is still Mission True. Why? Built into the trust's bylaws are rigorous course-correctors. Ways to protect against drift: Remain mindful of cultural trends. Don't assume successors will inherit the founder's vision.

6. You Know Why You Exist

The Young Men's Christian Association had by 2010, "dropped everything but the 'Y.'"

Contrasted with InterVarsity, it becomes obvious that the "why" question is the one that matters. Clarity of purpose is vital. Sometimes staying Mission True requires change. But change should not alter the identity or mission.

7. Guardians of the Mission

The role of board members in keeping an organization on course is vital. Their top priority is guarding the mission and identity. If board members drift, offer no true accountability, or don't take their role as guardians seriously, the organization's mission is in major jeopardy.

8. True Leadership

Personal "mission creep" in the life of a leader will inevitably lead an organization off course. Staying on track requires "humbition," a combination of humility and ambition. Predictable, focused faithfulness is a leadership essential. "Said plainly, Mission True leaders remain in Jesus," Greer and Horst observe. "And surround themselves with people who do likewise."

9. Impressive Credentials Are Not Enough

When hiring, faith-based organizations need to make sure their approach is both prayerful and intentional, and that they enculturate new staff in the essential identity of the organization.

10. Follow the Money

The pull of money is a strong temptation to drift. "Donors are an accurate predictor of whether or not an organization is going to deviate off mission." Mission True donors are clear in their expectations while donors with ulterior motives have "mission strings" attached.

11. Measuring What Matters

Metrics—the things you measure—should reflect your organization's true mission. But the things that matter to your identity aren't always easy to track. Yet "what's not measured slowly becomes irrelevant." Greer and Horst offer advice for tailoring your own set of key metrics, even using the self-knowledge of measurement as an indicator for how you're doing.

12. Etched in Excellence

"Mission True organizations understand the Gospel demands excellence in their work." The message that we carry demands the highest levels of craftsmanship in our various vocations. Organizations should set the standard for professional excellence in their fields and integrate the gospel into every aspect of their work.

13. Culture Eats Strategy for Breakfast

With anecdotes from standouts (Southwest Airlines, International Justice Mission, etc.) Greer and Horst show that the "little is big" in shaping culture. "Great organizations get culture," creating shared habits that shape the people who shape the group.

14. The Language of the Chameleon Club

There's a temptation to water down the language of gospel-centered mission. But Mission True leaders know the importance of accurate mission-focused language and are willing to use it to reinforce their identity.

15. Save the Church

"The local church is the anchor to a thriving mission." But drift happens easily, especially for many parachurch or non-profit organizations. The church is an anchor for any Christian organization seeking to stay Mission True.

Endnotes

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³ Gary Haugen makes a similar point in *Good News About Injustice* (Downers Grove, IL: InterVarsity, 2009), 212.

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