CCCI Insights to Building Healthy Movements of Multiplication.

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This short paper will present some keys from results of a global survey and review of CCC Internationally. In reviewing present health of the CCCI movement globally, against the ambitious vision of "Building Spiritual movements everywhere so that everyone knows someone who truly follows Jesus", global leadership determined there were significant obstacles to our fruitfulness. The movement was over all NOT seeing movements develop, growth had levelled, fruit was dropping, staff were aging, leadership was not transitioning as well as needed and yet opportunities for global mission were ever increasing. Things needed to change if we were to effectively "cease the day" and maximise our fruitfulness in the global scene we find ourselves.

The paradigm shift required was to movements from personal ministry. Global critical mission components became seeing a. Student-led movements, b. Leader-led movements, c. Church-led movements, and d. Virtually-led movements. The key in all was truly seeing "-led" movements, that is, NOT centred around or depending on staff personal ministry but spinning off in true multiplication owned by others.

Leadership determined that their needed to be a culture shift to strengthen 5 critical elements, a project called Shaping Our Future Together (SOFT). The five elements of that needed culture correction are:

1. **Value Driven:** Living from values of faith, growth, and fruitfulness. Not donor driven, program driven, methodology driven, or even past success driven.
2. **Local Ownership:** Empowering and commissioning non-staff as co-laborers in building movements. Local ownership means non-staff disciples/leaders.
3. **Learning Environment:** Ensuring an atmosphere that champions innovation, evaluation and effectiveness.
4. **Shared Leadership**: Fulfilling the mission through effective teams at every level, empowering one another. Moving from the big chief to the leadership team from the top of the organization to the grass roots of the field volunteers.
5. **Kingdom Perspective:** Joining forces with & being a blessing to the Body of Christ toward a larger Kingdom vision.

In determining what was the best approach to nurture and establish this new culture of SOFT the project engaged secular company Towers Watson, global experts in corporate culture and effectiveness, who involved extensive qualitative and quantitative research methods including:

- In depth "Spectra Exercise" with 13 international senior leaders from 13 regions of the world in a room together.
- In depth Leadership Interviews of 20 key leaders at different levels and roles in CCCI.
- A Communication Audit of 5 countries and 7 ministries reviewing processes and documentation and communication/messaging samples.
- A survey of over 8,000 staff in 14 regions of the world, surveyed in 7 languages (English, French, Spanish, Chinese, Korean, Arabic Russian).

Key Findings:

The survey highlighted strong enthusiasm staff have for their work with CCC and its mission: 93% said they believe strongly in the goals/objectives of their movement; 91% said they are growing in their spiritual walk; 90% said they are enjoying their daily walk with the Lord. Staff are highly confident they can share the mission of CCC with others: 88% say it is easy to describe the organisation and their role in it when meeting someone new; 86% say they can confidently tell stories from their country/team that reflect the movement's values and mission.

Despite this strong enthusiasm for the mission, far fewer are seeing fruitfulness for their efforts: only 56% said their disciples were spiritually multiplying and 60% said they have personally seen someone come to Christ in the last 6 months.

There was a clear segment of staff (32%) who are very aligned to the desired SOFT culture but also 18% who were considered disengaged with that culture.

Advanced analysis indicated alignment to the SOFT culture elements as well as success in spiritually multiplying is driven by a combination of personal and mission/organisational level plans (clear vision, goals, plans, strategies) together with leadership support and feedback on progress against these plans. (see appendice slide)

Shaping Our Future Together Global Roadmap Areas of Focus

The Areas of Focus represent the key pathways forward to our desired future. They ensure that the necessary objectives, infrastructure and feedback loops are in place to create lasting culture change and move the organization toward our Mission and Vision. The areas of focus are outlined below.

- **"-Led":** Develop deep convictions, behaviors, and success criteria that compel us to empower non-staff as the primary movement-builders and collaborate with the Body of Christ.

  - *Development & Empowerment of Non-Staff Disciples (train and treat as "staff")*

  - *Training and Development toward New Paradigm*

  - *Partnership with Other Organizations/Churches*

- **Leadership:** Develop faith-filled leaders who model a deep and authentic relationship with Christ and who engage and empower others to also become leaders in the Mission
  - *Spiritual Leadership: Visibly Leading from the Heart*
  - *Relationally Rich Communication & Coaching*
  - *Define "Movements Everywhere" clearly, constantly, creatively, compellingly.*
  - *Proactive and aggressive Development of New Leaders*
- **Key Processes & Organizational Development:** Develop the systems and master the processes that support and reinforce the desired culture and accelerate personal growth and missional effectiveness
  - *Staff Development Cycle (personal development reviews) to reflect the SOFT elements and be required at all levels of the mission including key non staff/volunteers.*
  - *Strategic Planning Process to be taught and required with ongoing review and feedback. (coaching)*
  - *Measurements that reflect the preferred values and critical outcomes. Measure what really matters.*
  - *Communications Improvement Plan (at all levels including helping senior leaders stay on message)*
  - *Financial, Allocation & HR Policies (to affirm and reflect the values and realities of the preferred future of movements rather than organisation).*