

NAVIGATING THE GLOBAL MINISTRY LANDSCAPE

2024 CAPINCROUSE INTERNATIONAL
SYMPOSIUM



IT'S A WILD
WORLD OUT
THERE!

Please, allow me
to be your guide.



Doctor of Strategic Leadership



22+ years in global ministry



More than a decade of executive leadership
and board experience in ministry



Passionate about strategy, excellence, and
innovation

FIRM FOUNDATIONS



Isaiah 41:9-10 (GNT)

I brought you from the ends of the earth; I called you from its farthest corners and said to you, 'You are my servant.' I did not reject you, but chose you.

Do not be afraid—I am with you! I am your God—let nothing terrify you! I will make you strong and help you; I will protect you and save you.



Foresight is not about predicting the future, it's about minimizing surprise.

Karl Schroeder

 quotefancy



ACCENTURE'S *PULSE OF CHANGE*: 2024 INDEX

- Since 2019, total pace of change = 183%!
- 88% of C-suite leaders anticipate an even faster rate of change in 2024.

Primary change drivers:

Technology

Talent

Climate

Economics

Geopolitics

Consumer & Social

GEOPOLITICS

Global Trends: Diving Deeper



Trend #1: Changing Political Landscapes

Rising nationalism, populism, changes in political leadership can all shift ministry approaches and relationships.

Trend #2: Religious Persecution

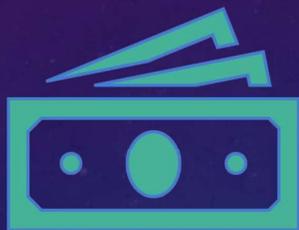
Increasing religious intolerance in some regions poses significant risks to ministries and their operations.

Impact on Ministries:

- Operations: Challenges due to instability – visa difficulties, activity restrictions, expulsion
- Funding: Impacted donor confidence and funding streams
- Outreach: Limited efforts in certain areas, requiring more creative and strategic approaches

ECONOMICS

Global Trends: Diving Deeper



Trend #1: Global Economic Uncertainty

Global market fluctuations and economic instability impact donor funding and operational budgets.

Trend #2: Income Inequality

Growing economic disparity in communities served can shift priorities and resource allocation.

Impact on Ministries:

- Operations: Budget impacts, resource impacts, impact on staffing, programs, and services
- Funding: Affected donation levels, individual giving impacts.
- Outreach: May need to adapt resource priorities toward communities facing financial difficulties.

TECHNOLOGY

Global Trends: Diving Deeper



Trend #1: Digital Transformation

Rapid technological advancements create expectations around new methods for outreach, communication, and administration.

Trend #2: Cybersecurity Threats

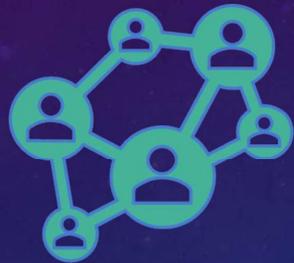
Increased digital activity means more risk of data breaches and cybersecurity threats.

Impact on Ministries:

- Operations: Streamlined operations, improved efficiency, enhanced communication within the organization
- Funding: New avenues for fundraising – online giving, crowdfunding, virtual events, digital communities
- Outreach: Wider, faster, more efficient reach through social media, websites, digital content.

SOCIAL / CULTURAL

Global Trends: Diving Deeper



Trend #1: Demographic Shifts

Aging populations in one location, youthful demographics in another – each requires a tailored ministry approach.

Trend #2: Cultural Sensitivity

Increased awareness and sensitivity to cultural differences are essential for effective ministry in diverse contexts.

Impact on Ministries:

- Operations: Cultural competence needed for teams to work in diverse environments
- Funding: Impacted donor engagement and ability to tailor fundraising efforts
- Outreach: Culturally sensitive strategies, respect for local customs, values, and communication styles

LEGAL / REGULATORY

Global Trends: Diving Deeper



Trend #1: Regulatory Compliance

Changes in law and regulations, e.g., nonprofit status, fundraising, cybersecurity, require constant vigilance.

Trend #2: International Standards

Navigating international requirements can be complex and resource-intensive.

Impact on Ministries:

- Operations: Continuous monitoring and adaptation.
- Funding: Impact on donor trust and confidence, affecting funding stability.
- Outreach: Limits on some outreach activities, requiring creativity to find compliant approaches.

PHILANTHROPY

Global Trends: Diving Deeper



Trend #1: Donor Expectations

Modern donors expect transparency, impact reporting, and digital engagement.

Trend #2: Diverse Funding Sources

Diversification increases stability, requiring exploration of non-traditional methods.

Impact on Ministries:

- Operations: Adaptation to new fundraising technologies and strategies
- Funding: Diversification of funding sources
- Outreach: Transparent, impactful, engaging outreach campaigns to attract and retain donors

MEDIA / COMMUNICATION

Global Trends: Diving Deeper



Trend #1: Social Media Influence

Social media has become a primary communication tool, creating possibilities and challenges in managing the narrative.

Trend #2: Misinformation

Combatting misinformation, choosing your battles, and ensuring accurate representation is increasingly important.

Impact on Ministries:

- Operations: Effective use of technologies to enhance communication, training, and community-building internally
- Funding: Strong media presence/storytelling can boost fundraising efforts
- Outreach: Leveraging social media and digital can extend the reach of programs to wider and more diverse audiences



HELP, I'VE SEEN THE FUTURE! NOW WHAT?

The Starter's
Guide to
Responding to
Trends in Your
Organization

- 1. Hold a Strategic Foresight Day:** Invite your team into the trend exploration process and increase their view of the changing world.
- 2. Conduct a SWOT Analysis:** Using the trend information gathered by your team, invite them to analyze your ministry's strengths, weaknesses, opportunities, and threats.
- 3. Determine Your Strategic Priorities:** Identify high-level themes and prioritize the top 3-4 that will make the most impact in your organization.

Source: SME Strategy
Consulting, 2021

READY FOR ADVANCED MODE?

Scenario Planning

A strategic planning method that analyzes plausible, diverse future scenarios, to understand what an organization might face. The benefit? You're prepared for multiple possibilities!

Identify Driving Forces	What key factors and trends could have a significant impact?
Identify Uncertainties	What critical uncertainties (high impact, unpredictable outcomes) could affect the future?
Develop Scenarios	Create distinct, plausible scenarios using the above information in different combinations.
Analyze & Strategize	Analyze implications and develop strategies that maximize effectiveness in any scenario.
Monitor & Update	Monitor trends and update scenarios on a regular rhythm.

DISCUSSION BREAK

TAKE FIVE TO REFLECT WITH YOUR NEIGHBORS

FUNDING
REGULATORY COMPLIANCE
CULTURAL CONTEXTS
TECHNOLOGY/DATA SECURITY

*COMMON
CHALLENGES FOR
GLOBAL MINISTRIES*

FIRM FOUNDATIONS



James 1:2-5 (GNT)

My friends, consider yourselves fortunate when all kinds of trials come your way, for you know that when your faith succeeds in facing such trials, the result is the ability to endure. Make sure that your endurance carries you all the way without failing, so that you may be perfect and complete, lacking nothing. But if any of you lack wisdom, you should pray to God, who will give it to you; because God gives generously and graciously to all.

FUNDING CHALLENGES: FOUNDATIONAL PRACTICES



Funding:

- Diversification of Revenue Streams
 - Multiple Funding Sources
 - Mission-Aligned Income-Generating Activities
 - Investment in Endowments
- Innovative Fundraising Strategies
 - Digital Fundraising Platforms / Campaigns
 - Mobile Giving
 - Storytelling
- Financial Planning and Management
 - Budgeting and Forecasting
 - Emergency Funds
 - Cost Management – Review + Optimize

FUNDING CHALLENGES: FOUNDATIONAL PRACTICES



Donor Engagement:

- Building Relationships
 - Personalization
 - Regular Updates
 - Events (Virtual + In-Person)
- Transparency and Accountability
 - Impact Reporting
 - Regular Communication
 - Ethical Practices
- Engagement Strategies
 - Layers of Engagement, e.g., Volunteerism
 - Feedback Mechanisms
 - Recognition Programs

FUNDING CHALLENGES: FOUNDATIONAL PRACTICES



Economic Uncertainties:

- Scenario Planning
 - Contingency Plans – Best, Worst, Most Likely Case
 - Flexible, Scalable Strategies
- Risk Management
 - Diversified Investment Portfolio
 - Insurance, e.g. Property, Liability
- Adaptive Operations
 - Remote Work for Operational Continuity
 - Partnerships and Collaborations
 - Capacity Building, e.g., Cross-Training

REGULATORY ENVIRONMENT CHALLENGES: KEY CONSIDERATIONS



Local Laws and Regulations

- Registration Requirements
- Tax and Labor Laws
- Fundraising Regulations

Compliance Requirements

- Financial Reporting
- Governance Standards
- Operational Restrictions

Cultural and Social Norms

- Cultural, Social, and Religious Norms
- Impact on Regulatory Frameworks
- Impact on Public Expectations

REGULATORY ENVIRONMENT CHALLENGES: STRATEGIES FOR COMPLIANCE



Local Partnerships

- Local Legal and Regulatory Advisors
- Partnerships with Local Nonprofit and Community Organizations

Capacity Building

- Training and Education for Staff and Volunteers
- Compliance Programs, e.g. Policies, Procedures, Monitoring Mechanisms

Continuous Monitoring

- Regulatory Updates
- Internal Audits

CULTURAL CONTEXT CHALLENGES: KEY CONSIDERATIONS



Mission Effectiveness

- Relevant Communication
- Building Trust

Program Design and Implementation

- Cultural Relevance
- Community Involvement

Risk and Conflict Mitigation

- Avoid Misunderstandings/Insensitivity
- Cultural Approaches to Conflict Resolution

Donor Relationship Enhancement

- Global Appeal
- Tailored Engagement

CULTURAL CONTEXT CHALLENGES: STRATEGIES FOR IMPACT



- **Conduct Cultural Assessments**, e.g., research, surveys, focus groups
- **Engage Local Experts and Partners**, e.g., cultural bridges, respected/trusted leaders
- **Provide Initial and Ongoing Training**
- **Tailor Programs and Services**, e.g., cultural adaptation, inclusive design
- **Promote Open Communication and Feedback**
- **Develop Respectful Policies and Practices**

TECHNOLOGY CHALLENGES: KEY CONSIDERATIONS



Rapid Technological Changes

- Keeping Up-to-Date
- Integrations

Cost and Resource Constraints

- Financial Investment
- Technological Expertise

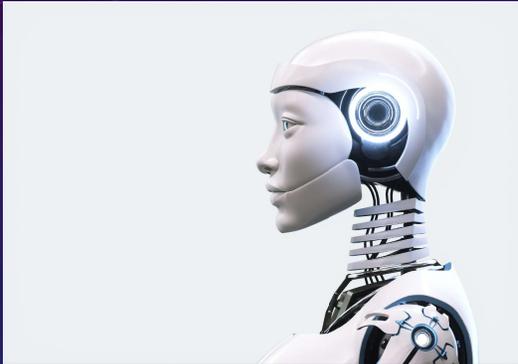
Data Security & Privacy Risks

- Cyber and Insider Threats
- Data Collection and Usage
- Regulatory Compliance

Change Management

- Resistance to Change
- Training and Adoption

TECHNOLOGY CHALLENGES: FOUNDATIONAL PRACTICES



- **Implement Robust Security Measures**, e.g., risk assessment, encryption, access controls, regular updates/patches
- **Ensure Privacy Compliance**, e.g., data protection policies, consent management, anonymization, compliance monitoring
- **Invest in Training and Capacity-Building**, e.g., training programs, change management, cybersecurity awareness
- **Leverage Expertise and Partnerships**, e.g., external expertise, technology partners, peer networks
- **Develop a Strategic Technology Plan**

COLLABORATE
INNOVATE
LEAD!

*OPPORTUNITIES FOR
GLOBAL MINISTRIES*

FIRM FOUNDATIONS



Ecclesiastes 4:9-10 (GNT)

Two are better off than one, because together they can work more effectively. If one of them falls down, the other can help him up. But if someone is alone and falls, it's just too bad, because there is no one to help him.

COLLABORATE

Opportunities for Global Ministries



Opportunity #1: Build Strategic Partnerships

- Action: Identify and pursue partnerships with nonprofits, faith-based organizations, business, and government entities. Collaborate on joint initiatives that align with shared goals.

Opportunity #2: Enhance Community Engagement

- Action: Foster deeper connections with the communities you serve by involving them in planning and decision-making processes, e.g., create advisory boards comprised of community members for input and feedback.

Opportunity #3: Leverage Expertise and Resources

- Action: Pool resources and expertise with other organizations to tackle common challenges more effectively. Share knowledge and best practices through workshops, webinars, and joint training sessions.

INNOVATE

Opportunities for Global Ministries



Opportunity #1: Embrace Technology

- Action: Invest in and implement new technologies to improve operational efficiency, outreach, and impact measurement, e.g., cloud-based platforms for data management, social media for engagement, mobile giving

Opportunity #2: Develop Creative Solutions

- Action: Encourage staff and volunteers to think creatively and propose innovative solutions to existing challenges. Hold innovation workshops or hackathons to brainstorm and develop program ideas or process improvements*.

Opportunity #3: Pilot New Programs

- Action: Test new initiatives on a small scale before rolling them out more broadly. Use pilot programs to test impact and refine based on feedback.

LEAD!

Opportunities for Global Ministries



Opportunity #1: Set the Strategic Tone

- Action: Use strategic planning tools like strategic foresight, prioritization, and alignment to ensure your ministry team knows the realities and how you will respond to them together.

Opportunity #2: Empower Staff

- Action: Train staff and then give them the responsibility (and authority!) to solve problems, seize opportunities, and grow the ministry's impact within their sphere.

Opportunity #3: Celebrate Wins and Learn from Failures

- Action: Be equally intentional to (1) recognize wins in your ministry, and (2) identify and adjust based on lessons learned from failures.

CAPTURE YOUR NEXT STEP

- WRITE DOWN 1-2 ACTIONS YOU PLAN TO TAKE BECAUSE OF THIS SESSION.
- IF YOU'RE FEELING BOLD, TELL A NEIGHBOR.
- IF YOU'RE FEELING REALLY BOLD, TELL AN ACCOUNTABILITY PARTNER!

WANT TO FOLLOW
UP?

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