



Mission Driven Governance

Maximize your organization's *eternal* impact and avoid drift

CLA Outcomes Conference

Participant Handout

www.onmissionadvisors.com

Building a *Mission Driven* Board

Capital “M” Mission & Mission Drift

Consider why your organization exists. What are its Christ-centered ambitions? These elements make up your capital “M” Mission. The Mission often goes beyond an organization’s mission statement to include core identity statements, culture, and ethos as it seeks to advance the Kingdom of God.

A vital responsibility of the board is to guard the Mission and identify Mission drift. As we seek to live lives and lead organizations that have an eternal impact, we define Mission drift as moving away from the Kingdom Purpose God has called you to.

[Click here to take the Mission Driven Self-Assessment](#)



Identifying drift

Along with leadership, the board is accountable for identifying Mission drift as part of their ongoing responsibility in guarding the Mission.

While specific definitions of drift will vary across organizations, drift is most often observed in and around an organization’s **people, programs, and funding.**



Mission Driven Board Governance Checklist

Practices	Outcomes
<ul style="list-style-type: none"> <input type="checkbox"/> Board covenant that clarifies the Mission and expectations of board members and leadership <input type="checkbox"/> Board recruitment and vetting processes to attract competent champions of the Mission <input type="checkbox"/> Board skills/experience map to highlight expertise needed and gaps to fill <input type="checkbox"/> Board onboarding to inform new members of the work and guide engagement and healthy governance functioning <input type="checkbox"/> Client voice and holistic reporting are regularly shared with the board to connect them with the work <input type="checkbox"/> Board meetings are well-organized with pre-reads; meetings include executive sessions <input type="checkbox"/> CEO Succession plans in place and reviewed annually <input type="checkbox"/> Annual reviews of CEO goals and performance <input type="checkbox"/> Board term limits to ensure a balance of rotation and retention <input type="checkbox"/> Board committees are in place to go deeper into specific areas. 	<ul style="list-style-type: none"> <input type="checkbox"/> Committed, engaged board members <input type="checkbox"/> A healthy mix of skills and experience represented on the board to govern the organization and guard the Mission <input type="checkbox"/> Prospective board members are clear on the Mission and board expectations to opt in or out <input type="checkbox"/> Candor during board meetings for the benefit of the organization and Mission <input type="checkbox"/> The board functions as one unit, not individuals giving directives <input type="checkbox"/> Prepared for planned and unplanned leadership and board member transitions

“It’s not if we are drifting, but where are we drifting.”

Shared Peter Greer, CEO of HOPE International and author of *Mission Drift*. He encourages organizations to have regular mission assessments so that leaders and boards can their awareness of drift and take steps to mitigate it.

Is drift an urgent issue for your organization?

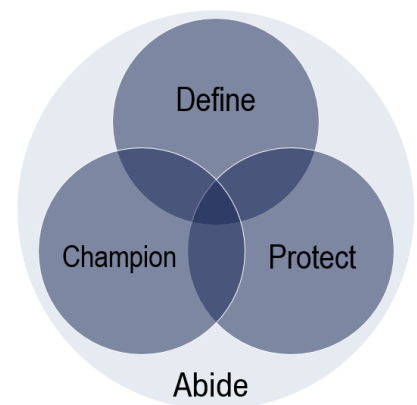
FACTOR	DESCRIPTION	RESPONSE
1. Mission continuity	The organization plans to continue working towards its Mission for years to come. Operations will continue beyond the current generation of leaders.	Yes No
2. Leadership transitions	The organization anticipates a leadership change in the next five years or needs to develop its succession plans.	Yes No
3. Varying perspectives	Senior leadership, the board, or major donors have varying perspectives and levels of commitment toward the organization’s capital “M” Mission.	Yes No
4. Growth	The organization is experiencing significant growth and expansion of its work. Many new staff and/or new partners are engaged in fulfilling the Mission.	Yes No
5. Policies & practices	The organization does not yet have well-defined policies or practices that reinforce the Mission in its operations or culture.	Yes No
6. Guiding documentation	The bylaws, articles of incorporation, mission, vision, values statements, or other guiding documentation do not adequately reflect the organization’s Christ-centered aspirations or Mission.	Yes No

Mission drift is a risk for your organization if two or more of these statements are true. Consider elevating this conversation with the board and leadership.

Cultivate your organization's eternal impact: Strategies to avoid Mission drift

Organizations never arrive at a place where the potential for Mission drift is eliminated. However, leaders and boards can take the following steps to **cultivate an organization’s ongoing, eternal impact** and mitigate drift:

- Define:** Articulate the capital “M” Mission to advance the Kingdom of God. Then, define what Mission drift is and is *not*.
- Protect:** Integrate the Mission throughout your organization’s policies and processes to reinforce the desired eternal impact.
- Champion:** Rally the board and staff around the organization’s Christ-centered ambitions. Attract individuals who are champions for the Mission. Invest in the development of the board, leaders, and culture.
- Abide:** Connect with the Lord daily through Scripture, prayer, and other disciplines. Remain humble, remembering that we are all prone to drift.



Contact Becca Spradlin (becca@onmissionadvisors.com) for today’s slides or learn more about On Mission’s work. Stay connected via [LinkedIn](#) and follow [On Mission Advisors](#). Visit onmissionadvisors.com for additional resources.