

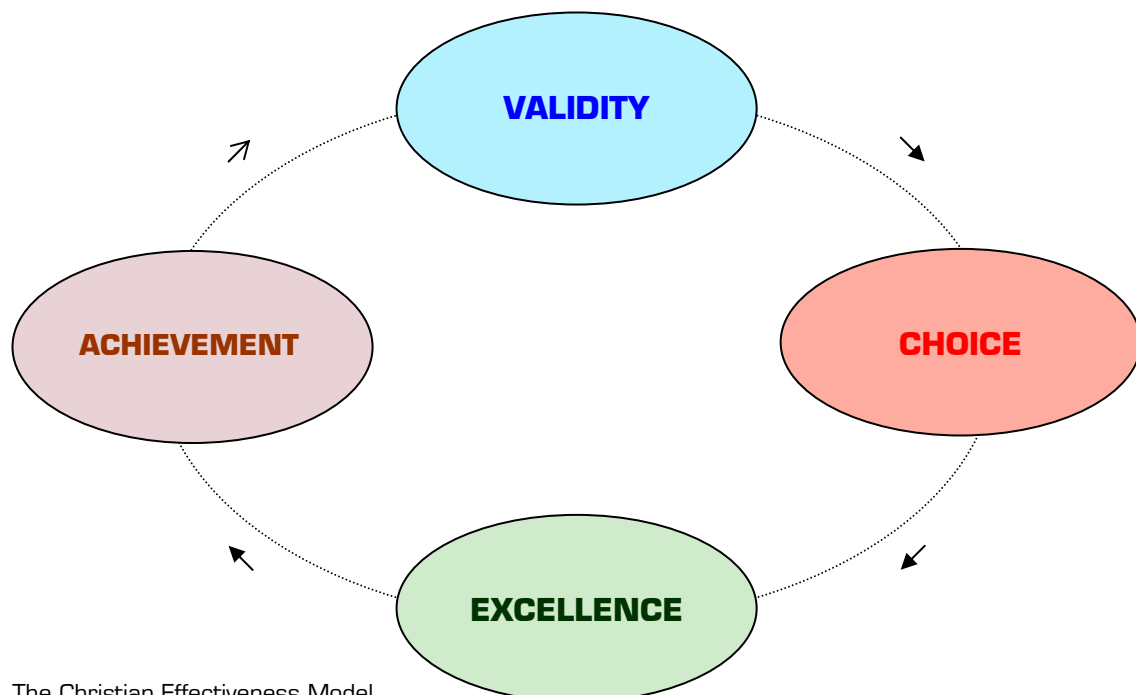
The Christian Effectiveness Model

An outline

EM1 Effectiveness Models series

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This outline explains what the Christian Effectiveness Model is, and what it seeks to do. It provides helpful background for EM2 which lists the titles of the 48 questions and gives selected examples.



Introduction

This paper presents an outline of the Christian Effectiveness Model, extracted from the full manual which is available to licensed users. The model is designed to help any Christian mission agency assess and improve its effectiveness in ministry.

The model focuses on a set of 48 questions to be answered. This process produces a 'measure' of effectiveness through a scoring system, although the main benefits come from asking the questions themselves and listing the issues that arise from them.

In a little more detail, there are:

- 4 'themes', necessary elements of any understanding of effectiveness. These themes are termed: **VALIDITY**, **CHOICE**, **EXCELLENCE** and **ACHIEVEMENT**. For each theme there are
- 12 questions to ask, divided into 3 'sections' with 4 questions each. Each question is then allocated
- 5 'sample tests' to indicate how it can be answered.

The model is run by an 'Assessment Group', up to about nine people chosen to represent different stakeholders both within and outside the organisation. Ideally, one member should be an external facilitator with experience of the model.

The Group members follow six 'phases' covering **training, set-up, research, analysis, report** and **action**. After initial training and set-up, they carry out whatever research they consider to be necessary to enable them to answer the questions. They may need to survey the staff, or other groups, and assemble written evidence for the tests allocated to each of the 48 questions.

For analysis, they investigate each of the questions and list four outputs.

- **Strengths** - any specific aspects where the organisation is strong
- **Areas to improve** - particular points that the question has shown up as requiring action in some way
- **Issues raised** - any point (whether tackled directly in the question or not) they believe the organisation needs to consider
- A **score** - the question is scored on a scale from 0 to 10.

These results then need to be interpreted carefully. Effectiveness is no exact science. Some low scores may matter much less than others. The Group then reports to the board or

other authorising body and an Action Plan is produced.

The meaning of 'effectiveness'

The model assumes that four key concepts are involved in the definition of 'effectiveness'. These four then form the basis for the four themes on which the model is focused.

- The fundamental meaning of 'effectiveness' is the achievement of planned or desired results. Hence the **ACHIEVEMENT** theme.
- For a Christian, though, the idea of planned results needs to be subservient to God's will. We cannot be said to be effective unless this is on God's terms rather than on human ideas. Hence the **VALIDITY** theme.
- Effectiveness is also about doing the right things, or making the right strategic choices, to get to the results. One choice may produce 'greater' results than another. Hence the **CHOICE** theme.
- Effectiveness is taken to include the narrower concepts of 'efficiency' (minimising wasted effort) and 'quality' (doing things well from the viewpoints of all interested parties). Hence the **EXCELLENCE** theme.

In the model, 'Achievement' is placed last rather than first because it cannot be properly considered until the other three have been addressed. Achievement may be the core meaning of effectiveness, but it depends on the other three.

The 48 questions and the sample tests

Questions, rather than statements, have been chosen to underline the open approach required when testing so fragile a concept as effectiveness in God's work. We need to come to this task as servants to our Lord, knowing that the final answers are his and we are merely seeking to discover his purposes. People love formulae, but God has patterns.

Each of the 48 questions is given five sample tests to help assess how well the organisation meets the requirement of the question. The tests are merely samples. Any organisation

applying the model should use these carefully. First, some will not apply and should be ignored. Secondly, others will need to be added that are particularly appropriate to the organisation under investigation.

It is important to note that the model is defined by its 48 questions, not by the 240 sample tests.

The questions cover the following 48 areas:

- **Validity**
The Kingdom of God, The Lordship of Christ, The power of the Spirit, The reality of the world, Purpose, Services, Values, Visions, Past, Future, Certification, Endorsement.
- **Choice**
Principles, Executive, Board, Teamwork, Definition, Research, Policies, Planning, Structure, Decisions, Communication, Review.
- **Excellence**
Employer, Workplace, Management, Development, Supporters, Partnerships, Finances, Resources, Administration, Fund-raising, Promotion, Delivery.
- **Achievement**
Perspective, Outcomes, Results, Viability, Image, Assessment, Church, Society, Failure, Changes, Difficulties, Foundations.

Article EM2 on this web-site gives a fuller listing of the 48 questions, and gives examples of the wording and structure.

Using the model

The model has been written and revised during the period 2000 to 2002, and updated in 2006. Pilot schemes were run with two Christian organisations, one concerned with mission throughout the UK and another that co-ordinates a large range of agencies working in front-line mission throughout the world. Both exercises showed the model's value in very different situations. The model has now been revised and more explanatory material has been added.

There is no charge to use the model itself, but it is only possible to do so under licence. One form of licence is for John Truscott to run the model (with various possible levels of involvement), another for him to train those who will do so. In both cases the only charge is at his normal consultancy rates. The model is protected by copyright, and will be continually developed so that each user has all the benefit of lessons learned to date.

For further information, contact John Truscott at 69 Sandridge Road, St Albans, AL1 4AG Tel: 01727 832176

Manual contents

The following is a list of the sections in the manual, available to all licensed users of the model.

- 1 **Explaining terms**
Introduction
'Christian mission agency'
The meaning of 'effectiveness'
Language
- 2 **Measuring effectiveness**
Difficulties faced
The breadth of application
Accountability without market forces
Effectiveness not just excellence
Success on God's terms
- 3 **The model in outline**
The structure of the model
The 48 questions

- The five sample tests
Running the model
- 4 **Questions of validity**
Summary
Foundations
Mission
Calling
 - 5 **Questions of choice**
Summary
Leadership
Strategy
Change
 - 6 **Questions of excellence**
Summary
Staffing
Support
Service

7 Questions of achievement

Summary
Impact
Perceptions
Faithfulness

8 How to run the model

The Assessment Group
The programme
The training and set-up phases
The research phase
The analysis phase
Using one theme or assessing one department

9 How to score the questions

Scores for each question
How to score each question
Weighting the questions
Calculating the average score

10 How to use the results

The report phase
The action phase

Note that part 2, 'Measuring effectiveness', is reproduced on this web-site with only minor amendments as article EM3.

This summary is available at www.john-truscott.co.uk/resources/effectiveness/em1.pdf. See also EM2 and EM3 on the site. A bound, printed summary of the model (which lists all the questions) is available – please send £3.00 (in the UK) to cover costs. The full manual is available to organisations licensed to use the model. There is no charge for its use, but the terms of the licences mean that John either runs the model for your organisation, or trains those who will run it for you. For indexes of all items available on the site, visit the [resources page](#).

Contact John if you would like to enquire about using the model.

Cartoons are by Micki Hounslow.

69 Sandridge Road, St Albans, AL1 4AG Tel+Fax: 01727 832176 Web: www.john-truscott.co.uk