

The Christian Effectiveness Model

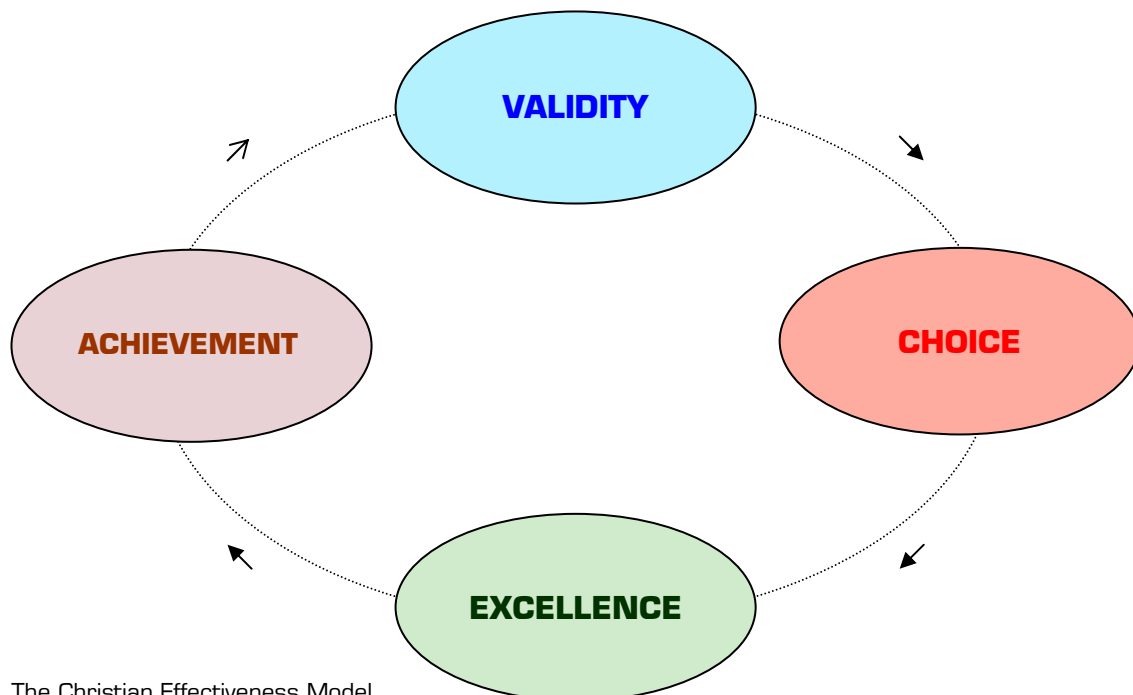
The 48 questions

EM2 Effectiveness Models series

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This summary shows how the 48 questions, which form the core of the model itself, are structured. It then provides some samples of the questions themselves and a small selection of the sample tests. Five tests are assigned to each of the 48 questions.

It may be helpful to first read resource EM1 on this web-site to understand how the model functions.



The structure of the 48 questions

Validity – Foundations

- V1 **THE KINGDOM OF GOD** – Christian basis
- V2 **THE LORDSHIP OF CHRIST** – Christian practice
- V3 **THE POWER OF THE SPIRIT** – Christian expectation
- V4 **THE REALITY OF THE WORLD** – Christian involvement

Validity – Mission

- V5 **PURPOSE** – The question 'Why?'
- V6 **SERVICES** – The questions 'What?' and 'For whom?'
- V7 **VALUES** – The question 'How?'
- V8 **VISIONS** – The question 'Where?'

Validity – Calling

- V9 **PAST** – Evidence from history
- V10 **FUTURE** – Evidence for continuation
- V11 **CERTIFICATION** – Evidence from those to whom it is accountable
- V12 **ENDORSEMENT** – Evidence from other external leaders

Choice – Leadership

- C1 **PRINCIPLES** – The practice of Christian leadership
- C2 **EXECUTIVE** – The practice of staff leadership
- C3 **BOARD** – The practice of trustee leadership
- C4 **TEAMWORK** – The practice of working together

Choice – Strategy

- C5 **DEFINITION** – A mind for alternatives
- C6 **RESEARCH** – A mind for beneficiaries
- C7 **POLICIES** – A mind for consistency
- C8 **PLANNING** – A mind for the future

Choice - Change

- C9 **STRUCTURE** – Ready for changes
- C10 **DECISIONS** – Making changes
- C11 **COMMUNICATION** – Explaining changes
- C12 **REVIEW** – Assessing changes

Excellence – Staffing

- E1 **EMPLOYER** – Caring through good practice
- E2 **WORKPLACE** – Caring through resources
- E3 **MANAGEMENT** – Caring through staff support
- E4 **DEVELOPMENT** – Caring through challenge

Excellence – Support

- E5 **SUPPORTERS** – People resources: internal
- E6 **PARTNERSHIPS** – People resources: external
- E7 **FINANCES** – Physical resources: financial
- E8 **RESOURCES** – Physical resources: non-financial

Excellence – Service

- E9 **ADMINISTRATION** – Systems that serve the ministry
- E10 **FUND-RAISING** – Systems that finance the ministry
- E11 **PROMOTION** – Systems that tell of the ministry
- E12 **DELIVERY** – Systems that provide the ministry

Achievement – Impact

- A1 **PERSPECTIVE** – Success in the long-term
- A2 **OUTCOMES** – Success in achieving plans
- A3 **RESULTS** – Success for each service
- A4 **VIABILITY** – Success in resourcing

Achievement – Perceptions

- A5 **IMAGE** – How beneficiaries view the organisation
- A6 **ASSESSMENT** – How beneficiaries view each service
- A7 **CHURCH** – How Christians view the organisation
- A8 **SOCIETY** – How the world views the organisation

Achievement – Faithfulness

- A9 **FAILURE** – When things go wrong
- A10 **CHANGES** – When things are different
- A11 **DIFFICULTIES** – When things get tough
- A12 **FOUNDATIONS** – When things move on

Coloured headings match the colours on the diagram on page 1.

Examples of questions and sample tests

This section lists a selection of the actual questions, taking three sections of four questions each. One set of sample tests is also given in each section. The manual for the model lists all 48 questions and 240 sample tests.

Each question is in fact multi-part. This is deliberate. First, the model needs to fit many different types and sizes of organisation so these questions cannot afford to be too narrow. Secondly, the sub-questions are closely related and the single question format helps to bring this out. Thirdly, 48 questions are quite enough if the structure and flow of the model are to remain visible.

If the answers differ for different parts of one question, the scoring scheme allows for this. Users either take an average, or they can split the question into two or more part-questions. The manual explains how this is done.

The questions are phrased in a 'closed' way. In other words, they allow the answers 'yes' or 'no'. But this is not the way to answer them. Each should be read in an 'open' way (eg. by starting with a phrase such as 'To what extent is...'). To write them all out like this would, however, be tedious and the scoring system makes it clear that this is the way they have to be read.

The sample tests are merely samples, and may be replaced or adapted to fit the organisation in question. But most should fit well, or need only minor adaptation.

'Validity' theme, 'Foundations' section

Here are the four questions from the Foundations section of the Validity theme, and the set of sample tests is shown here for question V2.

V1 **THE KINGDOM OF GOD** – Christian basis

Is the organisation clearly founded on the Christian creeds, and wholly committed to seeking and fulfilling God's will, giving glory to him, and extending his kingdom?

V2 **THE LORDSHIP OF CHRIST** – Christian practice *showing sample tests*

Does the organisation function in a way, and its board, staff and volunteers relate in a way, that clearly reflects the lordship of Jesus Christ, rather than merely human foundation and endeavour?

Sample tests

- 1 selection procedures for leaders, staff and volunteers that include appropriate requirement for Christian commitment (except in clearly defined circumstances);
- 2 agreement that there are open, honest and loving relationships between board and staff/volunteers and within these groups;
- 3 no practices within the organisation which are judged to be unethical or questionable for a Christian enterprise;
- 4 the testimony of those who deal with the organisation (including suppliers and those who share facilities) that the organisation operates in a special and attractive way;
- 5 evidence that study of the Bible and prayer have a high priority in every area of the organisation's work and at every level of decision-making.

V3 THE POWER OF THE SPIRIT – Christian expectation

Is there an expectation of the Holy Spirit's work in the lives of people, both those who serve the organisation and those it serves, so that minds are open to new directions but discernment is valued?

V4 THE REALITY OF THE WORLD – Christian involvement

Does the organisation have a clear understanding through practical experience of the physical and spiritual culture in which its beneficiaries live, so that it can work with integrity within that culture?

'Choice' theme, 'Strategy' section

Next we show the four questions from the Strategy section of the Choice theme. The set of sample tests for question C7 are also given.

C5 DEFINITION – A mind for alternatives

Have the organisation's leaders carefully considered all possible strategies, then chosen those they believe will be best to achieve their visions, and are they working to them?

C6 RESEARCH – A mind for beneficiaries

Is the choice of these strategies based on the present and future needs and expectations of the (potential) beneficiaries, rather than on previous needs or the preferences of the organisation itself?

C7 POLICIES – A mind for consistency *showing sample tests*

Are there clearly thought-out and, as appropriate, Christian policies being applied on both major issues relating to the organisation and on more general areas of life today?

Sample tests

- 1 any stated and applied policies on funding issues such as methods of appeal, use of Lottery funding, use of trusts within the context of the Christian values;
- 2 any stated and applied policies on placement of staff, whether for office bases, regional field staff, or international deployment;
- 3 any guidelines on when volunteers are to be sought and used rather than paid staff;
- 4 clear policies on issues, as appropriate, linked with discrimination, gender, age and the environment;
- 5 the testimony of staff and volunteers that they know and understand all such policies, and can play a part in decisions about them.

C8 PLANNING – A mind for the future

Is there an appropriate system of planning ahead for the organisation, within the context of the overall vision and God's sovereignty, do such plans stretch people's faith, and are they reviewed and updated as necessary?

‘Achievement’ theme, ‘Impact’ section

Finally, here are the four questions from the Impact section of the Achievement theme. Question A1 is shown with its set of sample questions.

A1 **PERSPECTIVE** – Success in the long-term *showing sample tests*

Can the organisation be said to be working to its purpose and achieving its overall vision in the medium- to long-term, with evidence of clear change among those it seeks to serve?

Sample tests

- 1 evidence that over an appropriate time-scale, the organisation has made clear progress towards its overall vision by comparing the situation now with the original position;
- 2 evidence that such longer-term trends are continuing today;
- 3 agreement by external advisers that such results are sufficient to indicate hoped-for levels of achievement given the faith and resources of the organisation;
- 4 agreement by all parties that the organisation has been working to its purpose, and is continuing to do so;
- 5 acknowledgment by all parties that such results are of God’s doing and could not be by human endeavour alone.

A2 **OUTCOMES** – Success in achieving plans

Is the organisation moving towards its visions today by achieving its overall aims and meeting related targets to a high degree of success, and achieving planned levels of awareness in the culture within which it works?

A3 **RESULTS** – Success for each service

When considering each specific service, is the organisation achieving its aims and meeting its targets to a high degree of success, without these measures being set artificially low?

A4 **VIABILITY** – Success in resourcing

Are there sufficient resources (including people and income) to carry on the work without undue hindrance, and without staffing or financial restraint becoming the main factor that determines decisions on mission?

This summary is available at www.john-truscott.co.uk/resources/effectiveness/em2.pdf. See also EM1 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.

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