

Welcome!



Campfire
Conversations

CHRISTIAN CAMPING INTERNATIONAL
PRESENTS

JOHN PEARSON

Join us as John presents five common operating models used by national associations—and how to discern what model might best serve your members.

**5 Ways to Organize
Your CCI Association
(1 Size Doesn't Fit All!)**

14 MAY 2024
1PM UTC/GMT
LIVE ON ZOOM

If you would like to join us for this live event then please visit our website for more information www.cciworldwide.org

▲ *Permission Granted!* ▲

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600+ Book Reviews:
https://urgentink.typepad.com/my_weblog/

Download a PDF of This PowerPoint:
www.managementbuckets.com/cci

What? I thought I was in **camping!**

Really?

Now I'm an
association
executive?



Who will benefit from this webinar?

Association:

- Staff members
- Board members
- Volunteers



And **future** staff members, board members, volunteers, and CCI members

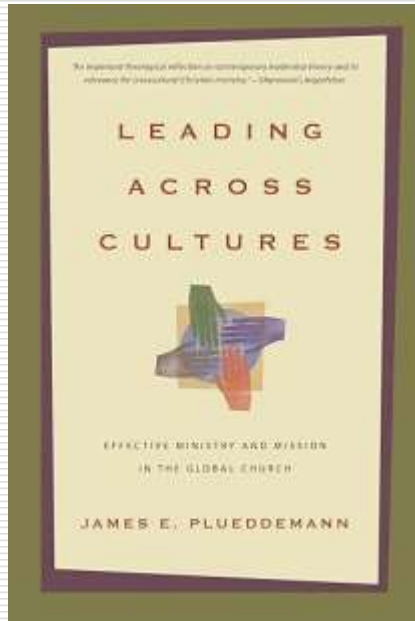
ASSOCIATION LEADERSHIP ESSENTIALS

Today...

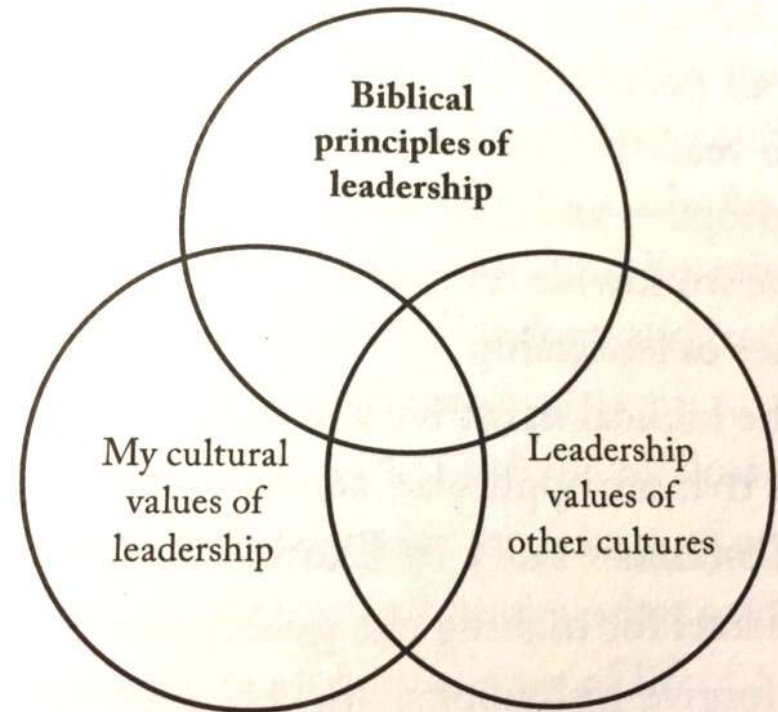
5 Association Management Operating Philosophies

- 1. Association as Business
 - 2. Association as Parachurch Organization
 - 3. Association as Expert
 - 4. Association as Connector
 - 5. Association as Connector & Facilitator
-

Will this align with your culture?



***Leading
Across
Cultures:
Effective
Ministry and
Mission in
the Global
Church,***
by James E.
Plueddemann



https://urgentink.typepad.com/my_weblog/2010/03/leading-across-cultures.html

Note!

□ Today's content was created for a 2010 online course for the World Evangelical Alliance.



□ 2024: Now with 143 national alliances

□ Website: <https://worlddea.org/>

Established: 1846

World Evangelical Alliance Leadership Institute
Strengthening National Alliances ♦ Developing Effective Leaders

Session 2 – Lesson 2.3

Association

Leadership Essentials 401

One of four online courses to fulfill the requirements of the

Certificate in Association Leadership

Course Instructor: John Pearson



World Evangelical Alliance Leadership Institute

Strengthening National Alliances ♦ Developing Effective Leaders

Association

Leadership Essentials 401

The Leadership and Management

**Core Competencies for Building and Sustaining
a Membership-based Christian Organization
Using the Most Effective Association Model**

ASSOCIATION LEADERSHIP ESSENTIALS 401

WEA Leadership Institute ♦ Session 2, Lesson 2.3

Course Purpose:

1. **Introduce** the essentials and basic building blocks of effective association leadership and management
 2. **Measure** your association against the best practices of assns
 3. **Develop** a philosophy of association leadership
 4. **Explore** core competencies required of association leaders, staff members, board members and key volunteers
 5. **Understand the five basic association operating models—and discern the best one for your association.**
 6. **Take-away** practical association tools and templates
 7. **Have fun!**
-

ASSOCIATION LEADERSHIP ESSENTIALS 401

WEA Leadership Institute ♦ Session 2, Lesson 2.3

CORE COMPETENCIES & OPERATING MODELS

Session 2: **Selecting the Most Effective Association Model for Your Unique Context**


Lesson 2.1 - Association Leadership Core Competencies: The 5 Questions Every Organization and Association Must Answer

Lesson 2.2 - The 7 Basic Association Leadership Core Competencies

Lesson 2.3 - **Best Practices—The 5 Association Management Operating Philosophies and Models**

Download the 20-page article at:
www.ManagementBuckets.com/CCI

**“Association
Management
Principles and Best
Practices”
by John Pearson**



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Pats in Conversation • Johnny Be Good (45 songs)
BLOGS FOR ECFA: Governance of Christ-centered Organizations

MEMO
DATE: May 14, 2024
TO: CCI Campfire Conversations Participants
FROM: John Pearson
RE: Association Management Principles and Best Practices

Thanks for your interest in serving in your CCI Association as a staff member, board member, volunteer—or future team member. According to the CCI website today, there are now 27 CCI Associations serving 10 million campers in 80 countries! Praise God!

It's a privilege for me to participate in the "Camp Conversation" on 14 May 2024 on this very important topic:

**5 Ways to Organize Your CCI Association
(1 Size Doesn't Fit All!)**

We'll be discussing five common operating models used by national associations—and how to discern what model might best serve your members. You can access the webinar here: <https://www.cciworldwide.org/cci-resource-bank>

RESOURCE ARTICLE: In 2010, the WEA Leadership Institute invited me to create and lead an online course for alliance (association) leaders. The attached article, as you'll read, was the first reading assignment in the course that included 30 lessons over a 10-week period.

The attached article will supplement the CCI webinar and PowerPoint. I had the privilege of presenting this topic at the WEA 2008 General Assembly, in Pattaya, Thailand, 25-30 October 2008. This article was written for a proposed book to be published by World Evangelical Alliance (<https://worldea.org/>). *To my knowledge, the book was never published—but at least I completed my assignment!*

WEA uses the term "Alliances," while CCI uses the term "Associations" to describe geographical communities. (Read the article for other names for associations and alliances.)

NOTE! It's possible that some of the websites listed in the article, are no longer active, or have changed. (See the last page for several updates.)

Questions? Please email me.

Page 1 of 20 - Association Management Principles and Best Practices - © 2024 John W. Pearson - All rights reserved.

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

**Session 2: Selecting the Most Effective
Association Model for Your Unique Context**

**Lesson 2.3 - Best Practices—The 5
Association Management Operating
Philosophies and Models**

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

**Best Practices—The 5
Association Management
Operating Philosophies
and Models**

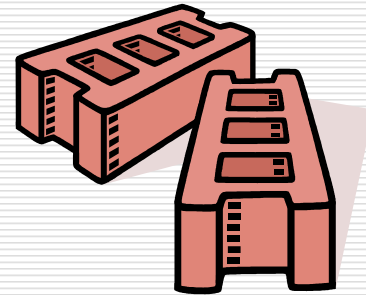
**This MAY be the
most important
lesson of this
entire course!**



5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

- ❑ **TODAY**...consider the association model that might be the best model for your association.
- ❑ This is a **FUNDAMENTAL** building block.



5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

5

Association Management
Operating Philosophies

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

5 Association Management Operating Philosophies

- 1. Association as Business
 - 2. Association as Parachurch Organization
 - 3. Association as Expert
 - 4. Association as Connector
 - 5. Association as Connector & Facilitator
-

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

1.

Association as Business

The Member Is Our Customer

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

1. Association as Business

Member

A-----→ Member

Member

Association Provides: Products, Programs & Services

Members Provide: Money!

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

#1. Association as Business

STRENGTHS

- For-profit businesses often minimize bureaucracy, politics, and special interests.
- Able to focus on high priority products, programs and services.
- Customer-driven: businesses constantly monitor the needs and price points of the customer.
- Other: _____

WEAKNESSES

- For-profit motive is suspect. Members may not trust business.
 - Accountability and transparency may be lacking.
 - Other: _____
-

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

2.

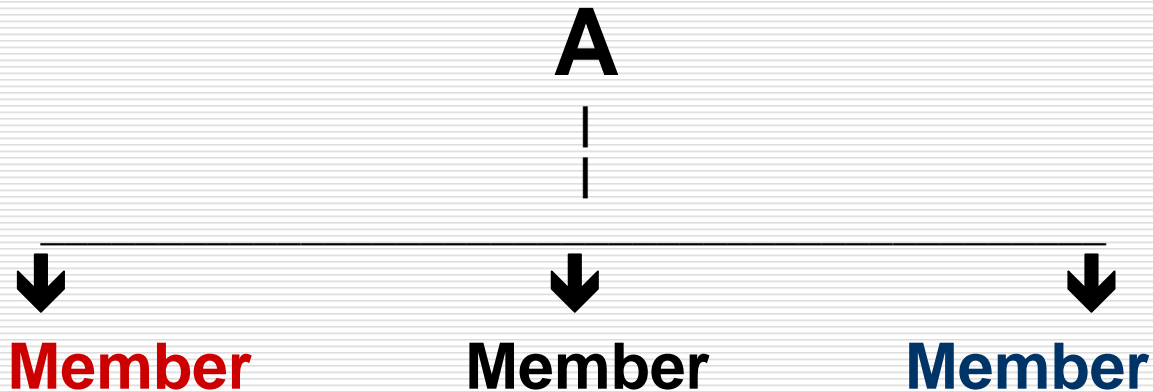
Association as
Parachurch Organization

The Member Is Our Donor

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

2. Association as Parachurch Organization



Association Provides:

Products, Programs & Services

Members Provide:

Money, Governance, Representation, Volunteers

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

#2. Association as Parachurch Organization

STRENGTHS

- Members are familiar with this model.
- “Top-down” decision-making is faster and efficient.
- Members give generously to fund the mission.
- Other: _____

WEAKNESSES

- Not really an association.
 - CEO ignores or misunderstands role of members.
 - Often becomes the CEO's personal ministry.
 - Leadership transitions are problematic.
 - Members have no “ownership” of the mission or future.
 - Other: _____
-

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

3.

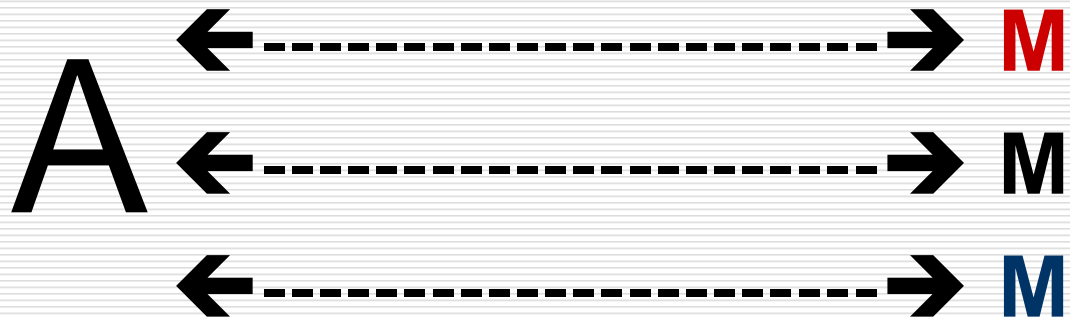
Association as **Expert**

The Answers Are at Headquarters

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

3. Association as Expert



Association Provides: **Expertise**
Members Provide: **Resources, Ideas**

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

#3. Association as Expert

STRENGTHS

- Expertise at “HQ” offers solid member benefits.
- Members get their money's worth.
- Highly relational = membership renewals.
- Other: _____

WEAKNESSES

- Often too dependent on one key person/expert.
 - Ineffectively stewards expertise of expert members.
 - When expert leaves assn HQ, he/she is often difficult to replace.
 - Other: _____
-

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

4.

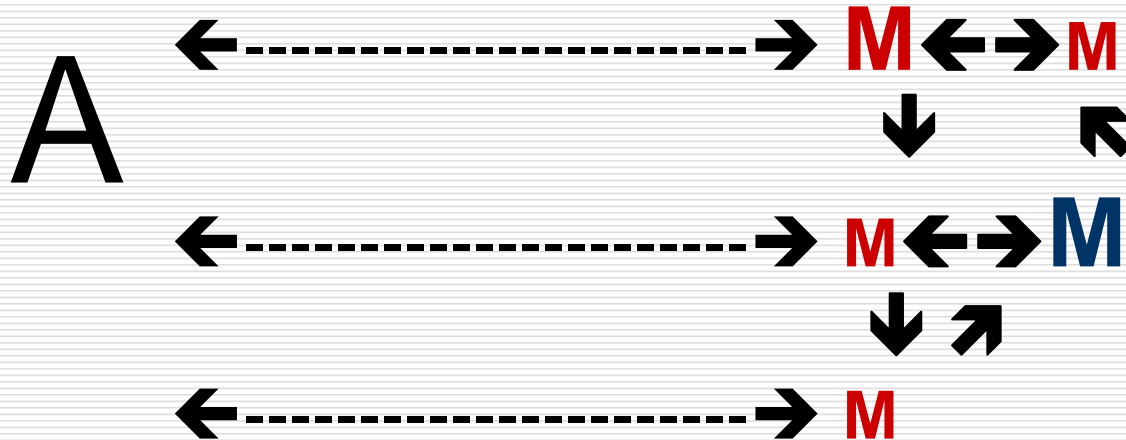
Association as **Connector**

**We're Not the Experts, But We
Know the Members Who Are**

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

4. Association as Connector



Association Provides:

Connections

Members Provide:

Random Resourcing

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

#4. Association as Connector

STRENGTHS

- Content/expertise not dependent on small assn staff
- Members enjoy sharing their expertise = renewals!
- Assn board and staff are not overwhelmed with needs
- Other: _____

WEAKNESSES

- “Connecting” may be too random; not efficient or effective
 - Sometimes...members are so well connected, they forget who connected them (the assn) and have less need to renew.
 - Other: _____
-

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

5.

Association as

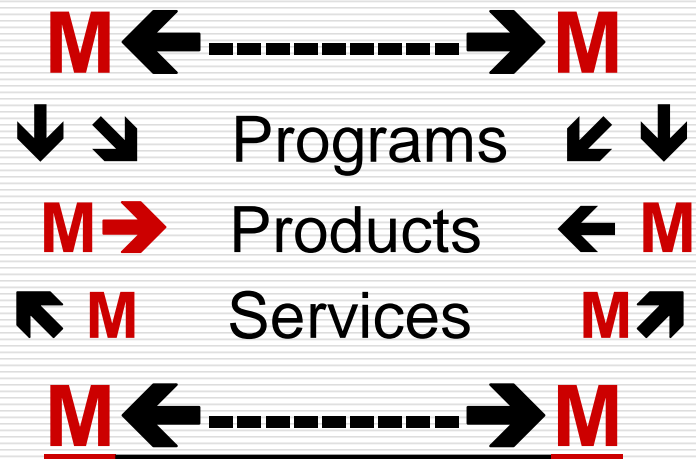
Connector & Facilitator

**The Members Create the
Products, Programs and Services**

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

5. Association as Connector & Facilitator



ASSOCIATION CREATES THE FOUNDATION

Association Provides: Inspiration, Structure

Members Provide: Expertise

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

#5. Association as Connector & Facilitator

STRENGTHS

- Best practices are rigorously researched and shared.
- The DNA: Members join, serve and inspire other members to contribute their best practices (often via Special Interest Groups)
- The board is clear on required staff competences and goals
- Other: _____

WEAKNESSES

- This only works when the board and staff are trained, have the competencies and are ruthlessly focused on this model.
 - Leadership transitions often result in new leaders (or board members) who don't embrace or agree with this model.
 - Other: _____
-

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

The 5 Association Management Operating Philosophies

Association as:	Slogan:	✓
1. Business	The Member Is Our Customer	
2. Parachurch	The Member Is Our Donor	
3. Expert	The Answers Are at Headquarters	
4. Connector	We're Not the Experts, But We Know the Members Who Are	
5. Connector & Facilitator	The Members Create the Products, Programs and Services	

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

The 5 Association Management Operating Philosophies

Association as:	Association Provides:	Members Provide:
1. Business	Products, Programs & Services (P,P,S)	Money (Dues & Fees)
2. Parachurch	Products, Programs & Services (P,P,S,)	Money (Dues & Donor Gifts), Governance, Representation
3. Expert	EXPERTISE (P,P,S)	Member Dues & Fees, Resources & Ideas
4. Connector	Connections, Networking & Local Structure (P,P,S)	Member Dues & Fees, Random Resources
5. Connector & Facilitator	Inspiration, Structure, & Support (P,P,S)	Member Dues & Fees, EXPERTISE

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

TO DO: Interview Other Assn Leaders

- **Listen** and learn how other associations have structured their operating models.
 - **Discern** where your assn is today—and where you want to be in 3-5 years.
-

Visit these websites and discern what Operating Model they use:

CANADA: Evangelical Fellowship of Canada

Bruce Clemenger, Senior Ambassador and President Emeritus
www.evangelicalfellowship.ca

GREECE: Greece

Pan-Hellenic Evangelical Alliance

Mr. Stefanos Botonis, Gen. Secretary - <https://evangelicals.gr/>

AUSTRALIA: Christian Management Australia

Gary Williams, National Director - www.cma.net.au

USA: National Association of Evangelicals

Walter Kim, President - <https://www.nae.org/>

ASIA (regional assn): Asia Evangelical Alliance

List of Members: <https://asiaevangelicals.org/members/full-members/>

Another way to look at associations:

<i>Where is the expertise?</i>	Individual Member Assns	Organizational Member Assns	<u>Hybrid:</u> Individual & Organizational Member Assns
Association Is the Expert	A	B	C
Members Are the Experts	D	E	F

5 WAYS TO ORGANIZE YOUR CCI ASSOCIATION

(1 Size Doesn't Fit All)

The Operating Model You Select (by default or by design) will impact:

- Board recruitment and board policies
 - Staff recruitment and annual performance reviews
 - Communications (eNews, websites, etc.)
 - Products, Programs and Services
 - Revenue and Expense (dues, donors, budgets, etc.)
 - Rolling 3-Year Strategic Plan
 - Your Annual Meetings & Conferences
 - Your prayer requests!
 - Everything*** you do and everything you aspire to be!
-

Q & A



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