



P-E-O

A White Paper for Area Directors

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A Champion Development Strategy

In today's philanthropy, people want to be directly involved to make a difference in the cost. They want meaningful and constructive opportunities to advance the cause. They want to be challenged to grow with others and to impact people in the local, regional, national, or international community.

Biblical development is about developing people, not just funds. Typically, ministries focus on developing the clients served and failed to see that donors (to whom we referred to as "champions") need development to.

The transformational giving philosophy requires a paradigm shift: from soliciting donors to coaching champions; from hunting for rich people to discipling those you already have; from growing your ministry to growing the people God has entrusted to you.

Growth in the cause won't happen automatically. Champions won't grow in the cause unless they experience or learn something new. Your ministry needs an intentional plan for growth that can provide those new experiences and opportunities and track your champions' involvement and growth.

We see a correlation between greater involvement and greater degrees of impact on the cause. A few people who are deeply engaged in the cause and participating in your ministry will have a deeper impact than hundreds, or even thousands, who give \$10 or \$20 per year but have no other investment.

Champion Development as Imitation

What is the scriptural way of building a development program that enables champions to grow into the full stature of Christ? (Ephesians 4:11-13). The answer: Imitation.

First Corinthians 11:1 says "Be imitators of me, as I am of Christ." (ESV). The idea is that growth is learned, not latent, and a spiritual growth is learned from walking in the footsteps of those who came before us another great scripture on the subject is Hebrews 13:7: "Remember your leaders, those who spoke to you the word of God. Consider the outcome of their way of life, and imitate their faith." (ESV).

Consider the following questions:

1. **What were the steps that God led me through, to grow my passion and commitment to the cause?** Think about the transformational experience in your life that the spirit is used to grow you step-by-step into an owner of the cost. Some of those steps will be unique to you. Some of the seemingly accidental. Some will be errors that we wouldn't want anyone else to repeat.
2. **What were the steps that God lead others through?** This will involve talking to other Owners of the cause or reading about those who are already very active in their commitment to this cause (think beyond just your organization but the whole cause). Again, some of the transformational moments will be unique and unrepeatable. Others will be at experiences that every Christian involved in your cause can relate to.
3. **What are the steps that Scripture commends when it comes to being a mature and active Christian in this cause?** Not just a Christian in general, but specifically a Christian active in this cause. What does the Bible say about the cause, and what specifically does it instruct us to do?

Example: How people have become missions-active:

- Host a missionary in their own home.
- Read a biography of a famous missionary

- Pray for the specific needs of a missionary over time.
- Support a missionary they didn't know personally.
- Went on a short-term mission trip.

Core Scripture for Champion Development

- Ephesians 4:11-13 – The body of Christ – made up of both ministry leaders and champions – is equipped to collectively encourage and build each other up, with the purpose of growing unity and maturity in Christ.
- 1 Corinthians 11:1 – Imitation is at the heart of discipleship – one person watching the conduct of another and thereby learning how to live as a mature Christian.
- John 14:12 – The purpose of ministry leaders is to train up champions who will surpass them in their accomplishments for God's Kingdom.
- 2 Timothy 2:2 – God's plan for discipleship is that a mature believer passes along what they have learned to another, who will then be equipped to disciple others, who will then disciple still more. The discipler's vision should be extended at least two spiritual "generations" down the line' their success is measured, not primarily by the success of immediate "offspring" but by the success of their "grandchildren."

Champion is a word we use intentionally to make the point that it is not donors or volunteers or board members or staff as separate groups – it's an all-encompassing word that reveals the true nature of those who are sold participating, engaging and owning the cause.

These are not just people who give money. They are your givers, but they are also those who pray, serve, share, and are learning about your cause.

Transformational Giving Principle 5

Ministry leaders have a dual calling to steward the mission and grow the people God brings.

In this dual calling, ministry leaders have an opportunity, albeit obligation, to grow the people who are connected to the cause. But this doesn't just happen by accident. Having a strategy for that growth is critical as you grow champions from participation, to engagement, to ownership in the cause (P-E-O).

The P-E-O champion development strategy encourages comprehensive growth in a cause and is informed by the calling we find in Ephesians 4 to "equip his people for works of service."

A ministry's P-E-O strategy is a compilation of involvement steps offered based on what is desired for champions rather than from champions. These are discipleship opportunities.

Often times, these involvement steps are already happening or could easily happen, and with some planning and intention, they become a powerful force for not only growing your impact on the cause, but on your champions themselves.

Organizational P-E-O Map

Category to Disciple Champions	Participation (P)	Engagement (E)	Ownership (O)
Learning	1. 2. 3.	1. 2. 3.	1. 2. 3.
Praying	1. 2. 3.	1. 2. 3.	1. 2. 3.
Serving	1. 2. 3.	1. 2. 3.	1. 2. 3.
Sharing	1. 2. 3.	1. 2. 3.	1. 2. 3.
Giving	1. 2. 3.	1. 2. 3.	1. 2. 3.

Figure 1.1 – A blank P-E-O chart.

P-E-O Defined

The P-E-O chart as seen in figure 1.1 is designed with the three growth levels in the columns, and the growth categories in the rows.

- **Participation** – Steps offered as entry points require little to no commitment or broad understanding of the organization's work (i.e. attending a fundraising dinner as the guest of a friend, praying for a jobs mentoring program, filling a backpack for an after-school ministry, serving a meal at a rescue mission).
- **Engagement** – Next steps offered invite deeper involvement in the cause. Engagement reflects higher levels of interest or involvement and champions often make lifestyle choices as a result of their engagement with a cause (i.e. sponsoring a child, attending a cause-related book club, attending regular prayer gatherings, volunteering to tutor a student monthly).
- **Ownership** – Steps include replication. Champions demonstrate ownership by spreading their love for the cause in their spheres of influence (i.e. hosting a table at a fundraising dinner, providing a matching gift, inviting friends to volunteer or gathering peers to pray for the cause). Champions who demonstrate ownership often seek tools for equipping new champions.

Looking at the rows, you'll see the common growth areas for champions: giving, learning, praying, serving and sharing.

- **Giving** – How are we encouraging gifts that are given cheerfully and reveal God's character? (Deut. 16:17)

Three types of giving:

- **Subtractional** – the receiver gains, but they give her suffers in equivalent loss.
- **Transactional** – both the giver and the receiver gain some thing and exchange, but the focus is primarily, or exclusively, on the financial transaction.
- **Transformational** – the organizations primary focus is on helping the champion grow in the Biblical cause, and ultimately in Christ; giving me a curve is a result of the champions growth.

- **Learning** – How can we invite champions to study the Scriptures and learn what it says about those we serve and this cause? (2 Tim 3:16)
- **Praying** – In what ways can we invite champions to listen to God through praying for this cause? (Matt 6:10)
- **Serving** – How can we invite champions to serve that will break down constructs and promote unity? (John 17:23)
- **Sharing** – How can we equip champions to share about and celebrate the work God is doing in them and in the cause? (Mark 5:19)

Back to School's P-E-O Chart

Category to Disciple Champions	Participation (P)	Engagement (E)	Ownership (O)
Learning	1. Attend SPP* 2. Identify students/families 3. Attend Back to School night	1. Visit/tour a school and meet students 2. Meet w/ school counselor 3. Have coffee w/ parent 4. Host an SPP	1. Recruit people to join an online learning opportunity 2. Develop and recruit SPP hosts
Praying	1. Pray for the cause or program 2. Join the prayer email list	1. Serve as host for a group prayer session 2. Pray weekly for the cause or programs 3. Join a virtual prayer group	1. Invite others to host a prayer group
Serving	1. Tutor a student 2. Volunteer at after-school event 3. Serve breakfast	1. Serve as host for a group tutoring session 2. Serve as host for B2S store 3. Lead the breakfast serving at local schools 4. Serve on B2S Board	1. Recruit other tutors 2. Recruit a volunteer team 3. Serve on B2S Board 4. Recruit other board members
Sharing	1. Share info on B2S resources with teachers 2. Share B2S social media posts 3. Post on social media about B2S	1. Share at your church/workplace about your connection to the cause 2. Share your story of connection to the cause on social media 3. Speak as a B2S ambassador at events, gatherings, offices etc.	1. Host and fill table at event 2. Recruit and train B2S ambassadors 3. Ask your church to host a table at an event
Giving	1. Give school supplies, extracurricular equipment 2. Give toward before or after-school events (e.g. breakfast) 3. Give in response to a project appeal	1. Become a monthly giver 2. Take a student back to school shopping 3. Support a school 4. Lead B2S supplies drive at church 5. Give a major gift	1. Host a Peer-to-Peer giving campaign 2. Recruit for a Back-to-School Shopping Day 3. Give a major gift 4. Provide toward a matching gift

*Back to School's SPP is a backpack packing party

Figure 1.2 – An example P-E-O chart from Back to School Ministries

Guidance for Chart Creation

STEP 1: Determine between three and six discipleship categories for coaching and development. What are the formative disciplines that people can participate in to grow their Christian walk while being involved in your cause? We suggest that every ministry start with praying, serving, sharing, learning, and giving. Then add one or two cause specific categories, such as healing, relating, evangelizing, and so on. Consider the steps or practices that you, your board members, and other key champions took as part of your own growth process in the cause and add them to the list.

Giving is not optional category. Many ministry leaders look at P-E-O as a way to avoid asking for money or discussing giving with their champions. However, giving is a necessary part of growth in the cause but does not sufficiently spur comprehensive growth. It must be accompanied by these other actions.

STEP 2: Brainstorm steps of involvement to Participate in, Engage, or Own the cause (involvement at the P, E, or O levels). A ministry likely already offers some steps, but they may need to be tweaked to provide opportunities for growth in the cause, as well as a growth path from one level of involvement to the next.

For example, we see in figure 1.2, Back to School already had tutoring as a service opportunity. To help someone grow further in that, they could lead a team of volunteers – thus growing and stretching themselves, and multiplying their impact.

Conversation Starters to Help Brainstorm Steps

- Why do people want to get involved with your ministry?
- What do you think people are looking for in a volunteer experience?
- What is your most common entry point into the cause (through which new champions come)?
- If you meet someone new at a party and they ask for several ways to get involved in your ministry, what suggestions do you give? Do those options provide an opportunity to grow in the Lord as well as the cause?
- Tell me about how your ministry works with volunteers?
- Can you think of a champion who is “all-in” with your cause?
- What do you wish your champions knew about the cause?
- What might inspire someone to share about your organization with a friend?
- How are your champions already praying for the cause?

As ministry leaders brainstorm ideas, start mapping them in the chart. This is a living document, so encourage leaders to continually refer back to the chart and to update it as needed. Leaders may find that some steps are too big, or not growth oriented enough.

Common Challenges

- Some leaders struggle with thinking creatively about new opportunities to involve their people. If so, have them think backwards about how they and other highly involved champions came to be involved. What small steps did they take along the way?
- Some leaders think that their work is different and so this process won't work for them. “We're different because... (our work is abroad; our ministry works in a dangerous neighborhood)... so there aren't really opportunities we can offer.” As Area Directors, you can help leaders understand that this is a typical response, yet hundreds of ministries have shown that it is quite possible to discover creative ways for involvement. Brainstorm with them.

Go Deeper

When coaching a ministry on P-E-O, consider the following as optional follow-up assignments:

- Read Coach Your Champions, or a portion of it. Schedule a consulting call to discuss.
- Challenge the ministry leader to ask the board and staff to read Coach your Champions. Encourage the leader to assign a staff or board member to lead discussions based on questions provided throughout the book (this offers a growth step for the board members)
- Draft a P-E-O chart and email to the area director for feedback. Challenge the ministry leader to get board and staff members involved in P-E-O map creation or development.
- Have the ministry leader interview board members and champions (between five and ten total) to learn steps they took which resulted in their ownership of the cause.
- Develop one or two coaching plans for specific champions. E-mail these to the area director for feedback.

References for P-E-O

- *Bibles, E. (2012, January 31). ESV Study Bible, Personal Size (PB). Crossway.*
- *Coach Your Champions: The Transformational Giving Approach to Major Donor Fundraising by Eric Foley (2010-10-02). (2022, October 4). .W Publishing.*
- *Nouwen, H. (2022, October 4). Spirituality of Fund Raising. Upper Room.*