Agency Mobilizer Training Survey Report

An Analysis of the Mobilization Training Process Among Mission Agencies

Spring 2022

Compiled by David P. Jacob and Cobie Mayes

CENTER FOR MISSIONARY MOBILIZATION AND RETENTION
AT TRINITY BIBLE COLLEGE & GRADUATE SCHOOL

MISSIO NEXUS®

Acknowledgements

Introduction

Missio Nexus and the Center for Missionary Mobilization and Retention at Trinity Bible College & Graduate School (ND) partnered together to better understand the current state of training for mission mobilizers.

The goal of this survey was to provide a reality map of how those engaged in the North American mobilization arena are doing to set up their mobilizers for success. Specifically, we wanted to discover who today's mobilizers are and what training curriculum agencies currently have in place to equip them.

The data gleaned from this survey will help to collaboratively build a much-needed set of best practices and resources to offer the broader North American mobilization community in our training of fruitful mobilizers.

In the fall/winter of 2021, the Agency Mobilizer Training Survey was hosted by Missio Nexus in partnership with the Center for Missionary Mobilization and Retention. The survey was filled out by 62 missions organizations (mostly missions agencies) and two churches. Because the intention of this survey is to discover mobilization training trends within missions agencies, the two churches that filled out this survey were not included in the results data. The locations of the organizations that filled out this survey varies across the globe. Those that responded to this survey include the following:
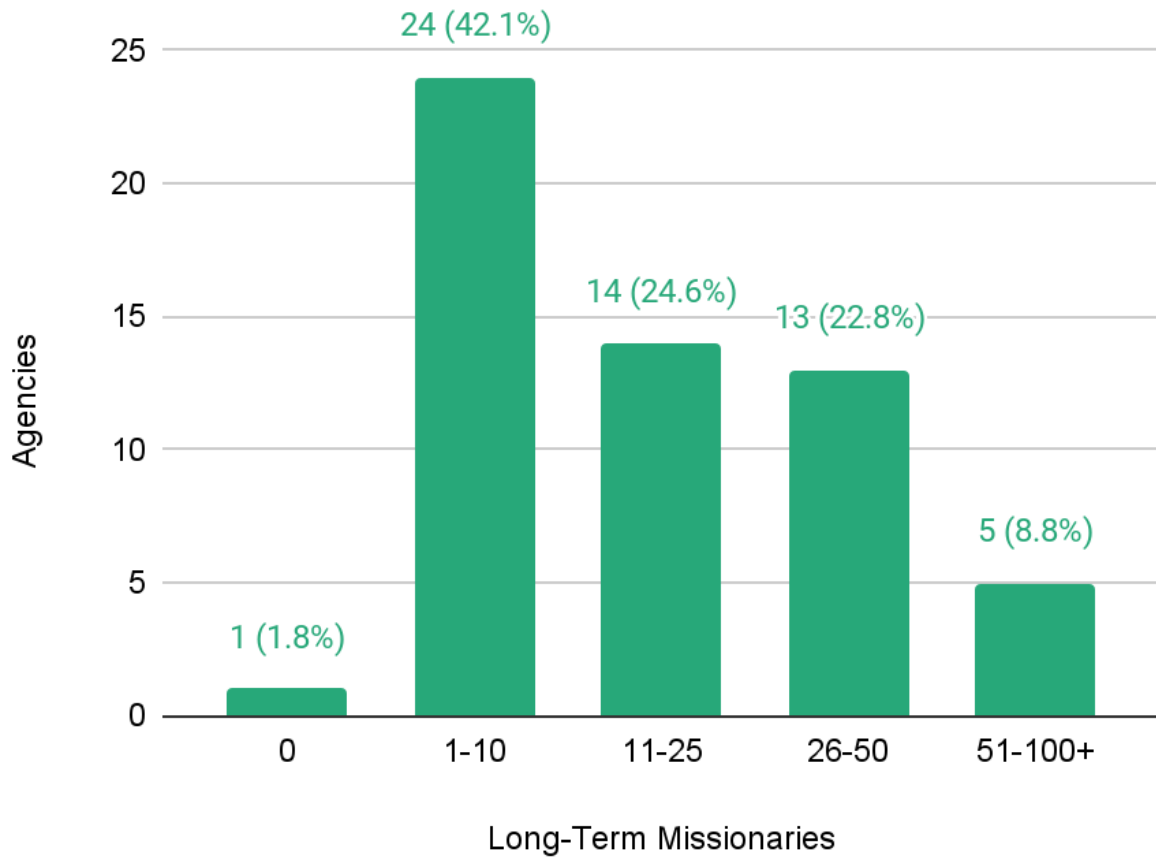
- 33 Directors of Mobilization/Recruitment
- 15 Mobilizers
- 14 Others (including 4 CEOs)

For a full list of the organizations that filled out the survey, please see Appendix A.

Most of the data results in this survey are self-explanatory, so we have limited our comments. The first part of the survey collected data on the size of the agency, the person filling out the survey, etc. The rest of the survey deals with if/how mobilizers are trained. The final question on the survey asked if agencies are meeting their mobilization goals. We took the answers to this question and cross-referenced them with the agencies' other answers to help us discover common trends in mobilizer training practices.[1]

---

[1] A portion of the survey included multiple choice answers, while other questions were open- ended. The responses to the open-ended questions were analyzed and put into broader or more specific categories in order to combine the data for better understanding.

Q1 - Approximate number of long-term missionaries the agency sends per calendar year:

Agencies (y-axis)

- 0: 1 (1.8%)
- 1-10: 24 (42.1%)
- 11-25: 14 (24.6%)
- 26-50: 13 (22.8%)
- 51-100+: 5 (8.8%)

Long-Term Missionaries (x-axis)

Long-Term Missionaries	0	1-10	11-25	26-50	51-100+
Number of Agencies that Answered	1	24	14	13	5

Q2 - Number of long-term missionaries in the pre-field pipeline:
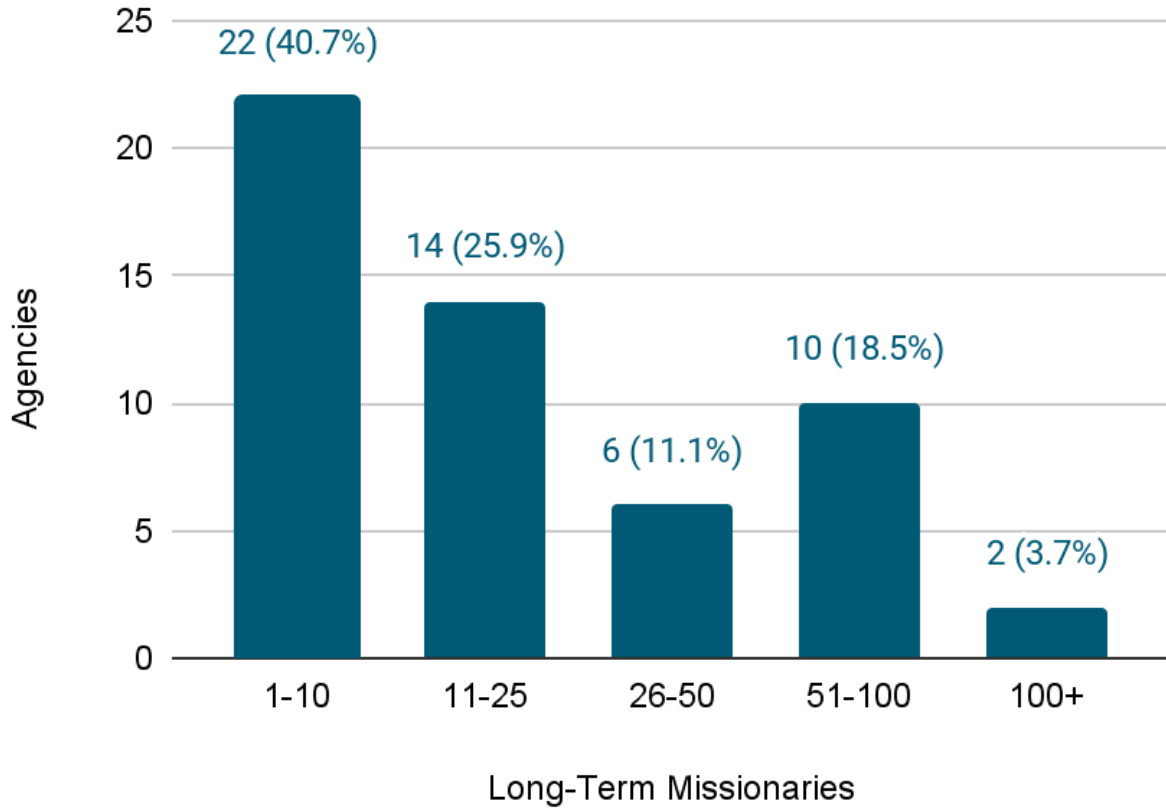
Long-Term Missionaries	1-10	11-25	26-50	51-100	100+
Agencies	22	14	6	10	2

Q3 - Number of full-time mobilizers/recruiters serving at the agency:
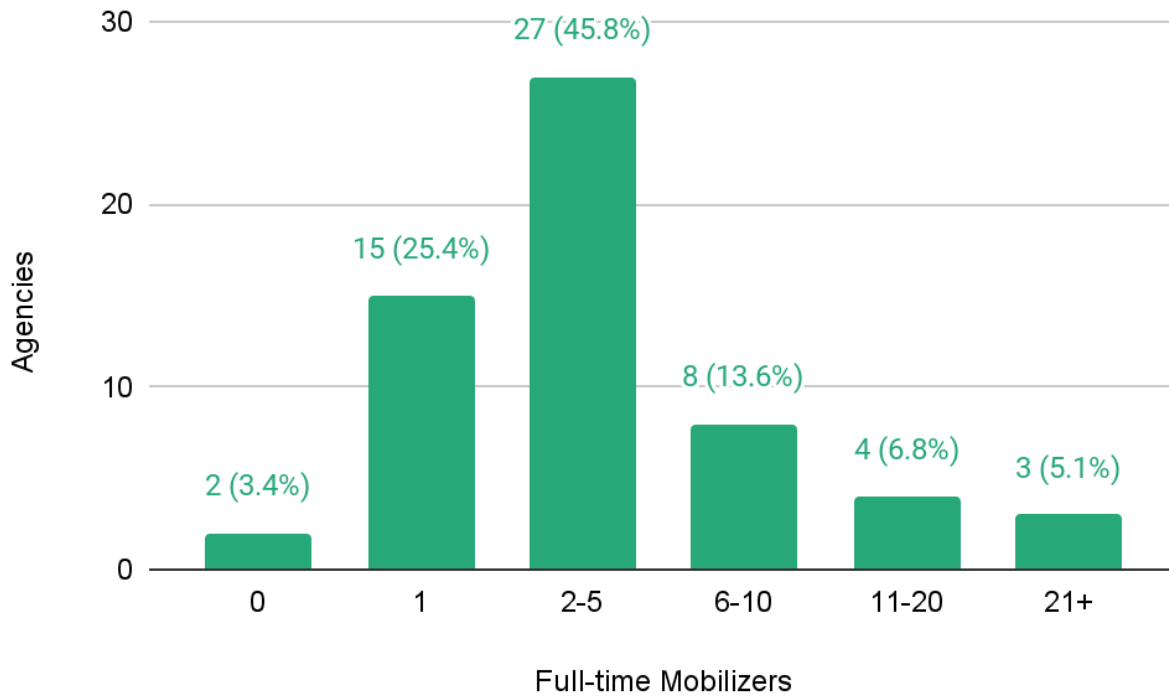
Full-time Mobilizers	0	1	2-5	6-10	11-20	21+
Agencies	2	15	27	8	4	3

Q4 - Number of part-time mobilizers/recruiters serving at the agency:
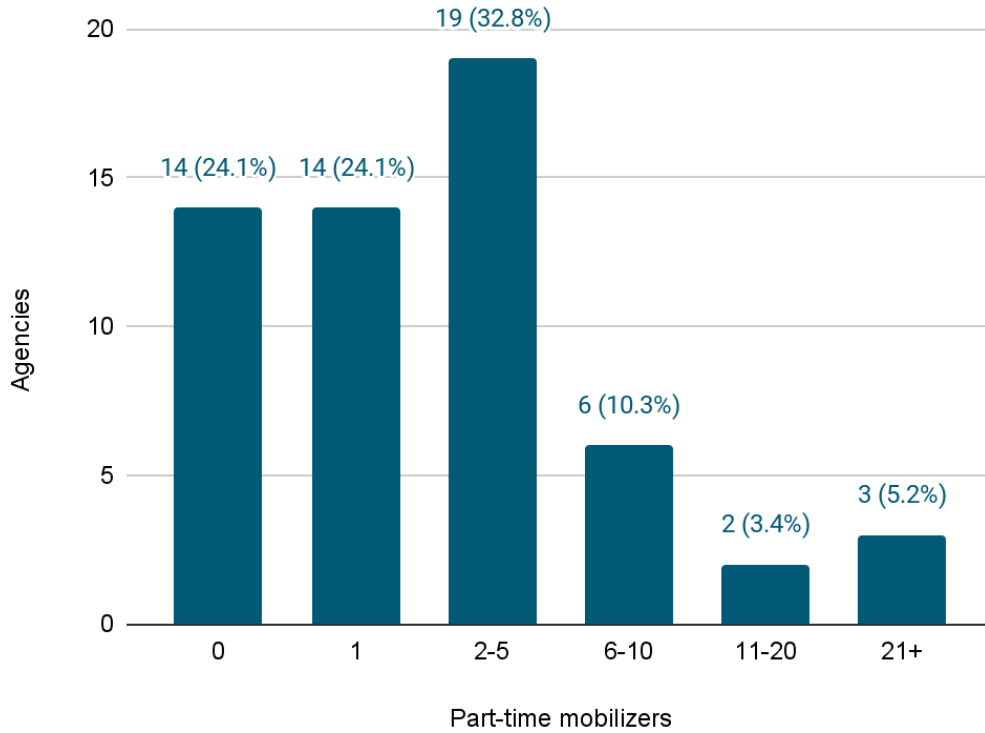
Part-time mobilizers	0	1	2-5	6-10	11-20	21+
Agencies	14	14	19	6	2	3

Q5 - Number of male and female mobilizers serving at the agency:
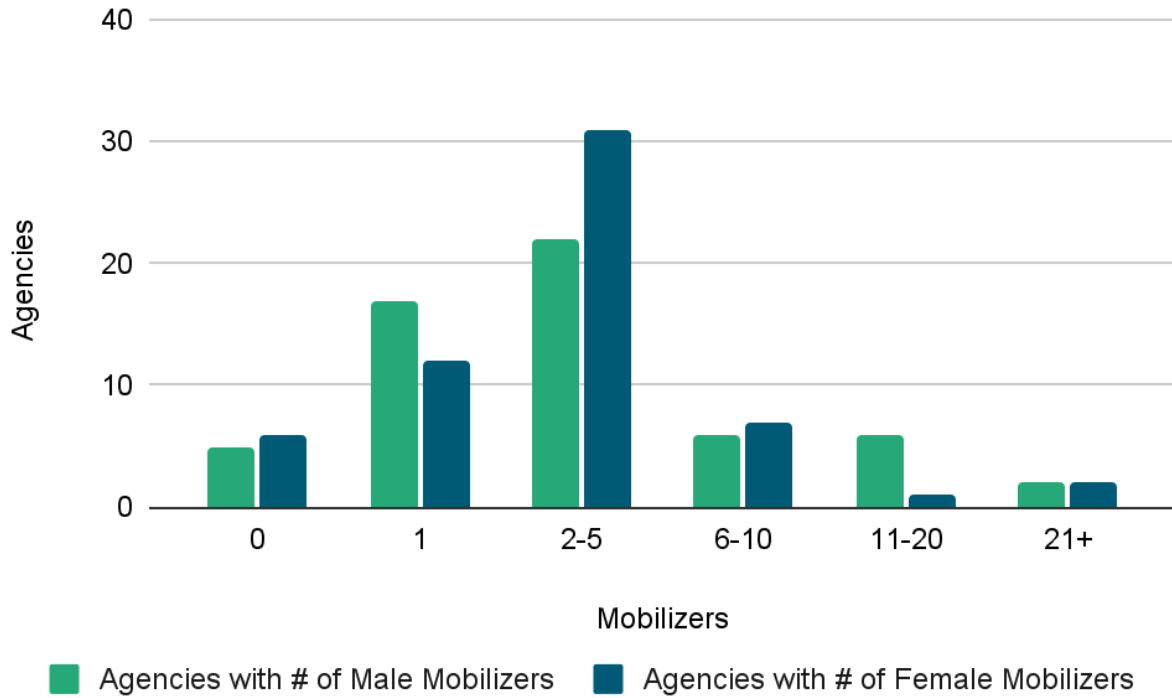
Mobilizers	0	1	2-5	6-10	11-20	21+
Agencies with # of Male Mobilizers	5	17	22	6	6	2
Agencies with # of Female Mobilizers	6	12	31	7	1	2

Q6 - Average age of mobilizers serving at the agency:
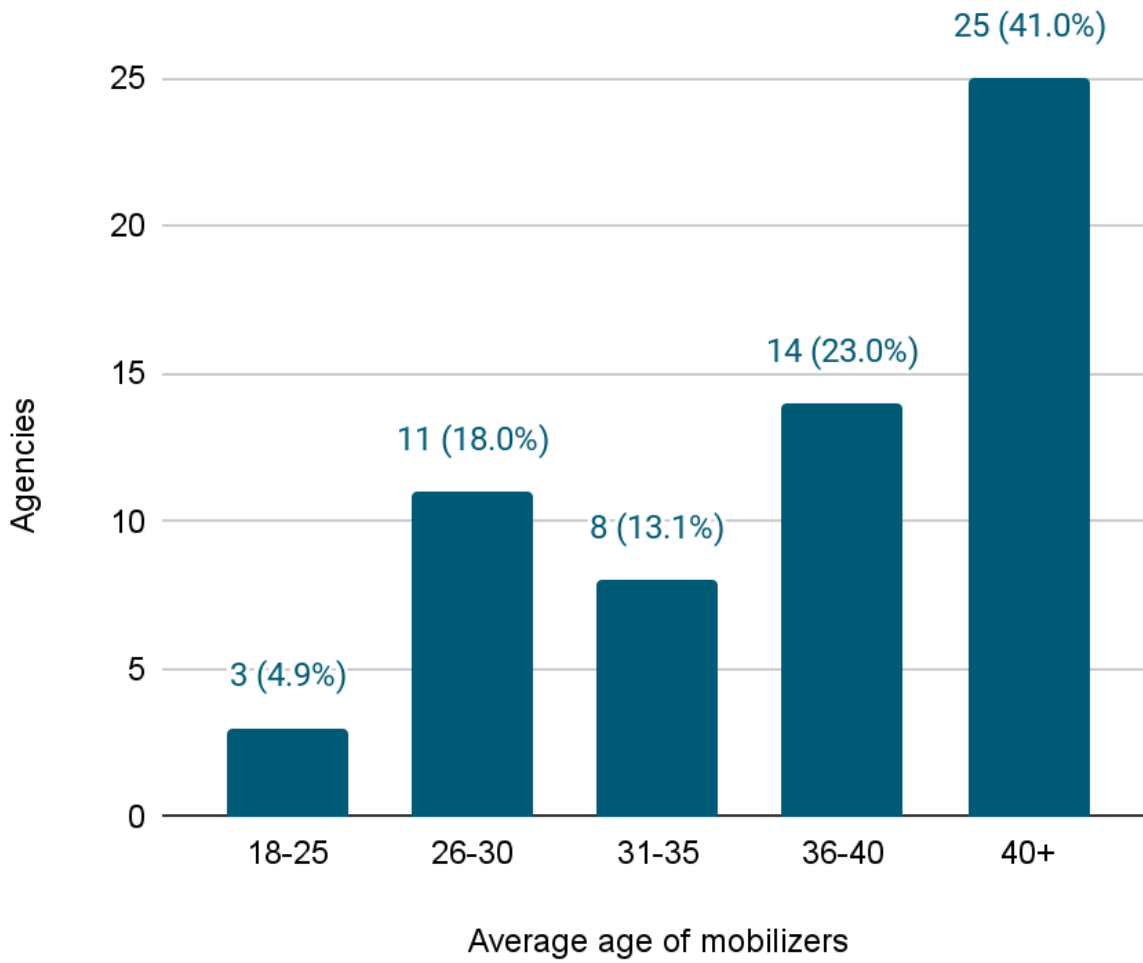
Average age of mobilizers	18-25	26-30	31-35	36-40	40+
Agencies	3	11	8	14	25

Q7 - On average, approximately how long does each mobilizer stay in his/her position?
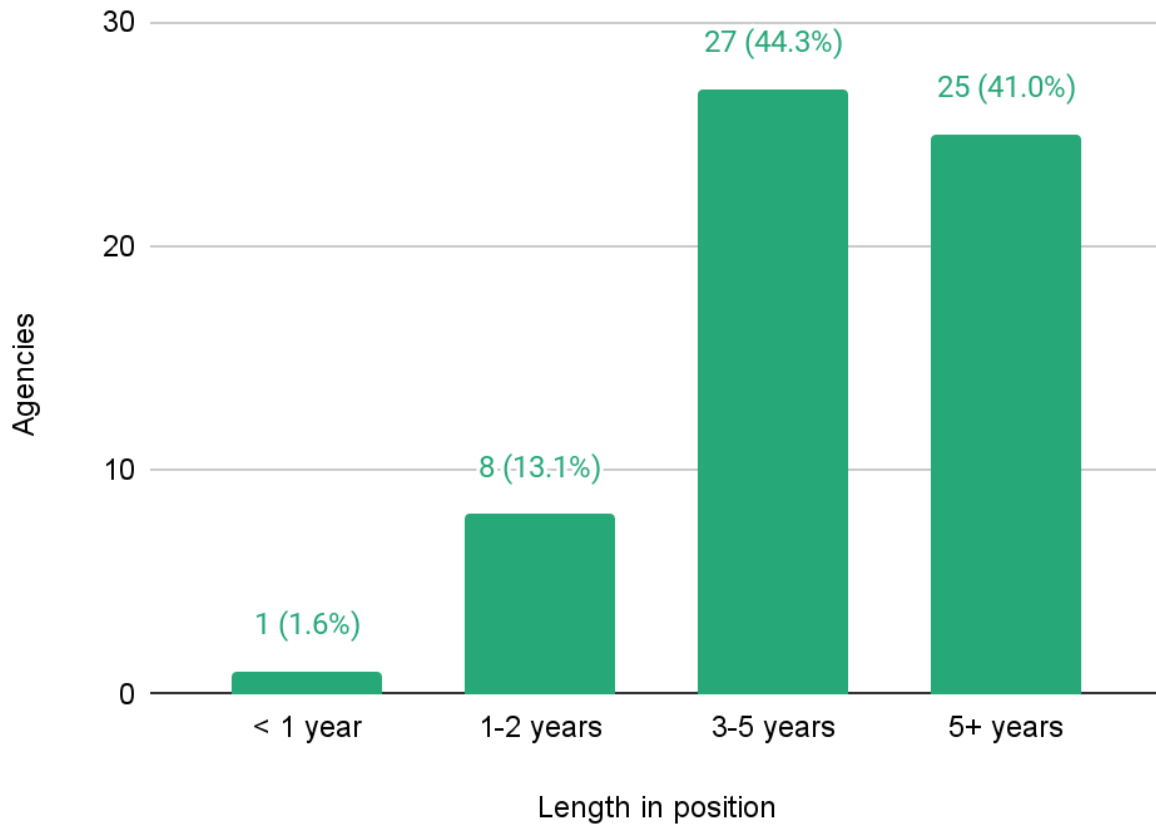
Length in position	< 1 year	1-2 years	3-5 years	5+ years
Agencies	1	8	27	25

Q8 - When it comes to remuneration, does each mobilizer…
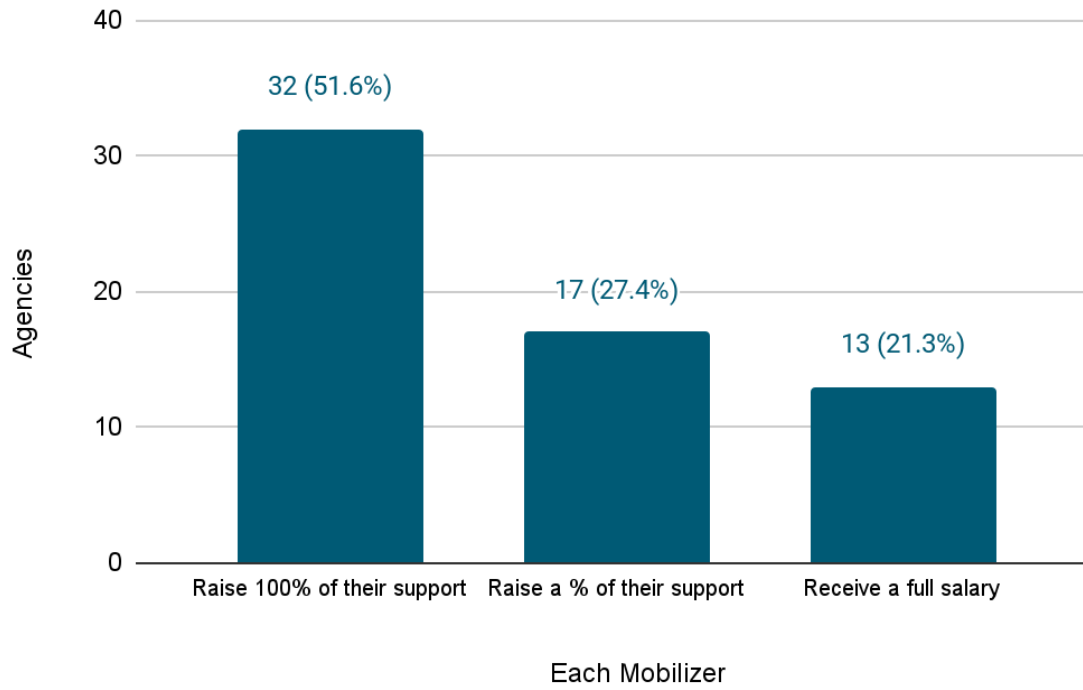
Each Mobilizer	Agencies
Raise 100% of their support	32
Raise a % of their support	17
Receive a full salary	13

Q9 - Do you have mobilizers specifically focused on:
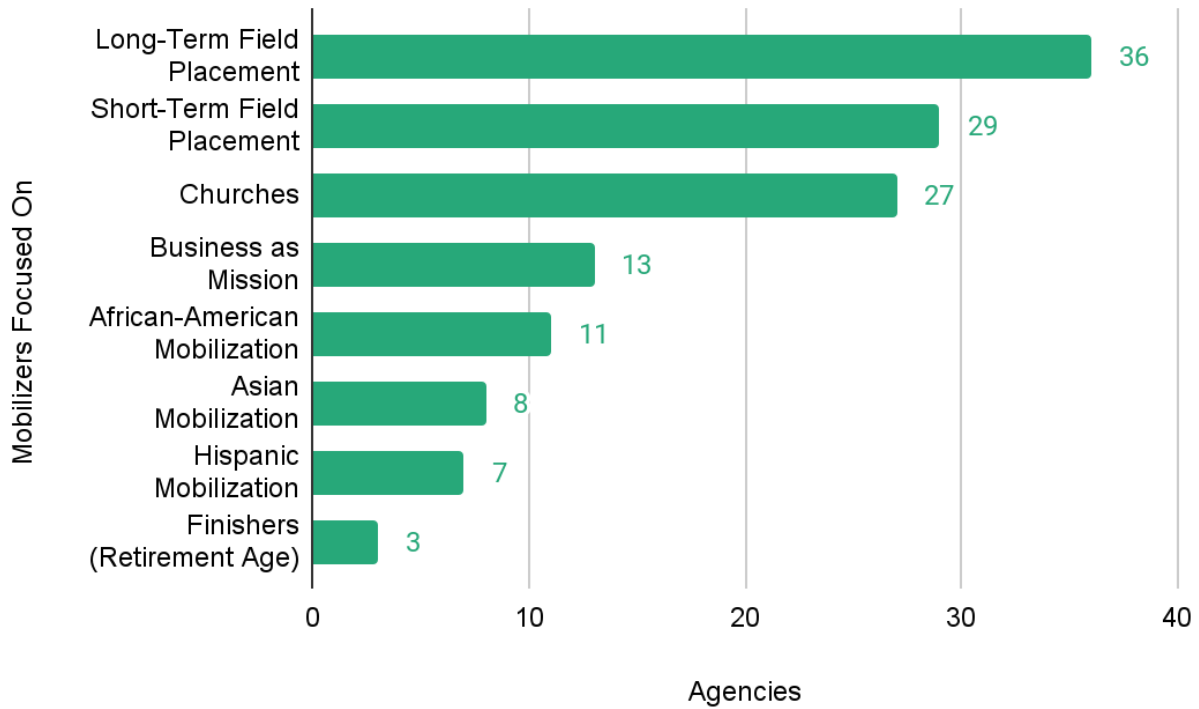
Mobilizers Focused On	Agencies
Long-Term Field Placement	36
Short-Term Field Placement	29
Churches	27
Business as Mission	13
African-American Mobilization	11
Asian Mobilization	8
Hispanic Mobilization	7
Finishers (Retirement Age)	3

Q10 - How do you find new mobilizers to serve on your team?
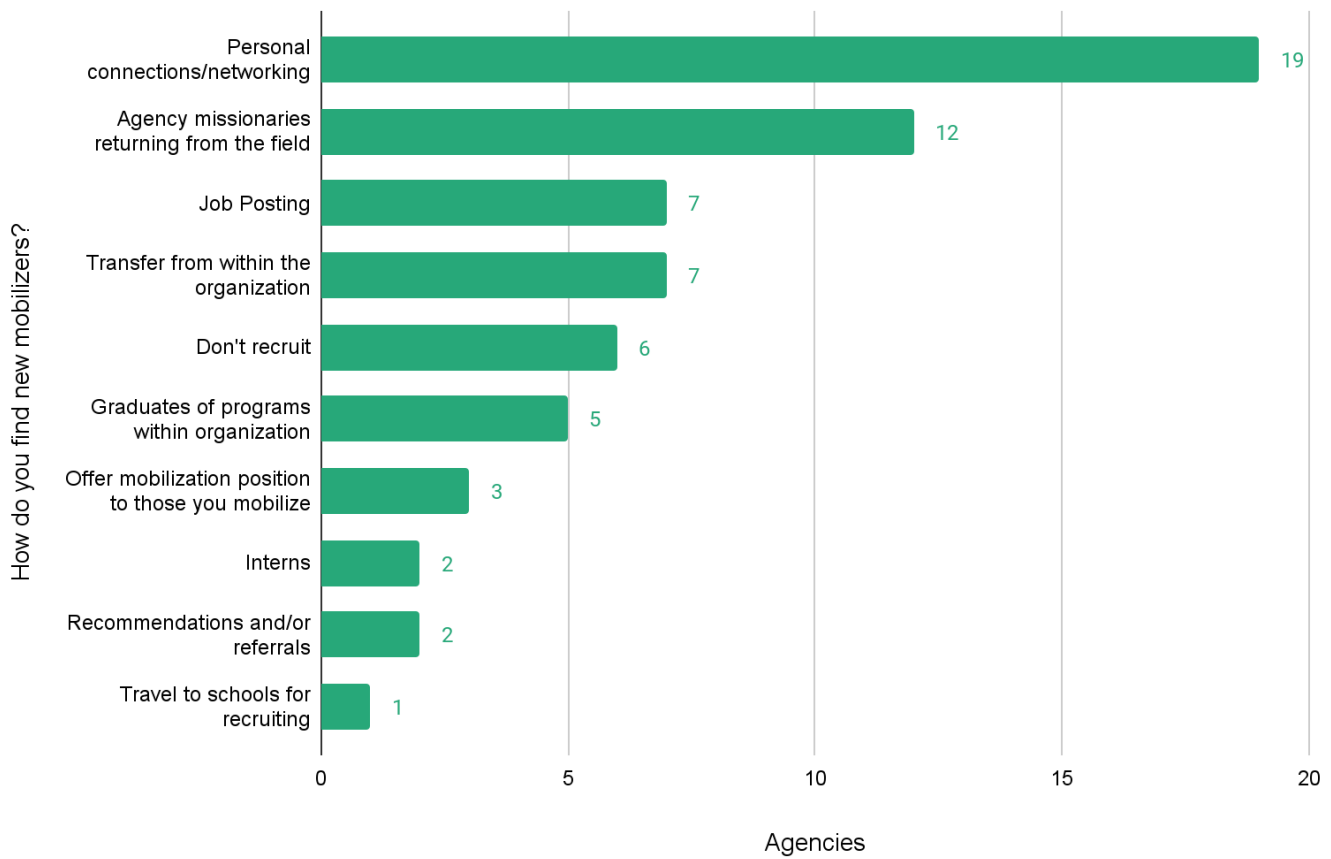
How do you find new mobilizers?	Agencies
Personal connections/networking	19
Agency missionaries returning from the field	12
Job Posting	7
Transfer from within the organization	7
Don't recruit	6
Graduates of programs within organization	5
Offer mobilization position to those you mobilize	3
Interns	2
Recommendations/referrals	2
Travel to schools recruiting	1

Q11 - Briefly explain the hiring process for a new mobilizer:
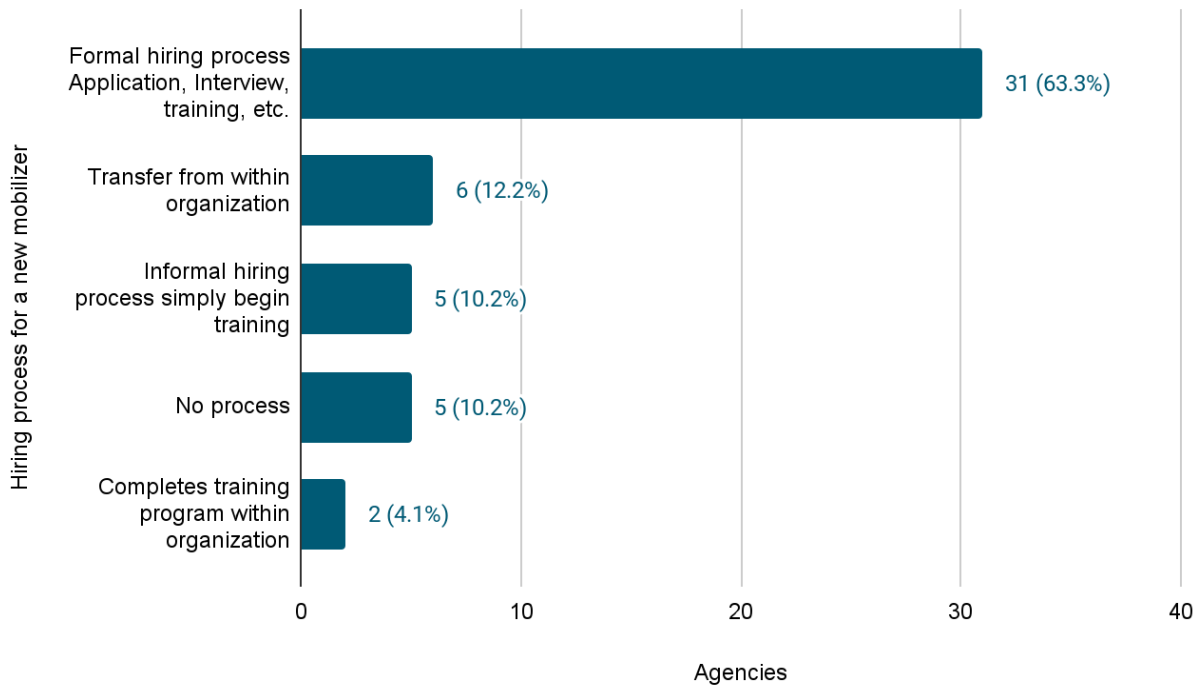
Hiring process for a new mobilizer	Agencies
Formal hiring process application, interview, training, etc.	31
Transfer from within organization	6
Informal hiring process simply begin training	5
No process	5
Completes training program within organization	2

Q12 - When a new mobilizer is hired, does he/she receive formal mobilizer training?

No
50.0%

Yes
50.0%
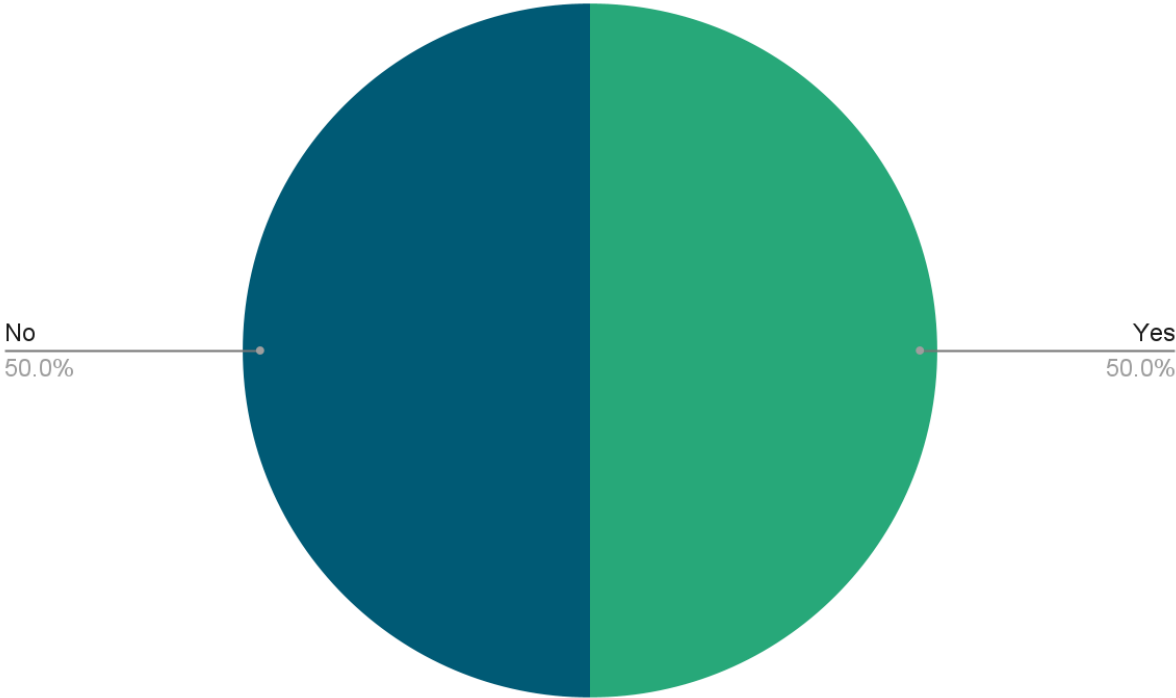
Yes	No
31	31

Q13 - How are new mobilizers initially trained?
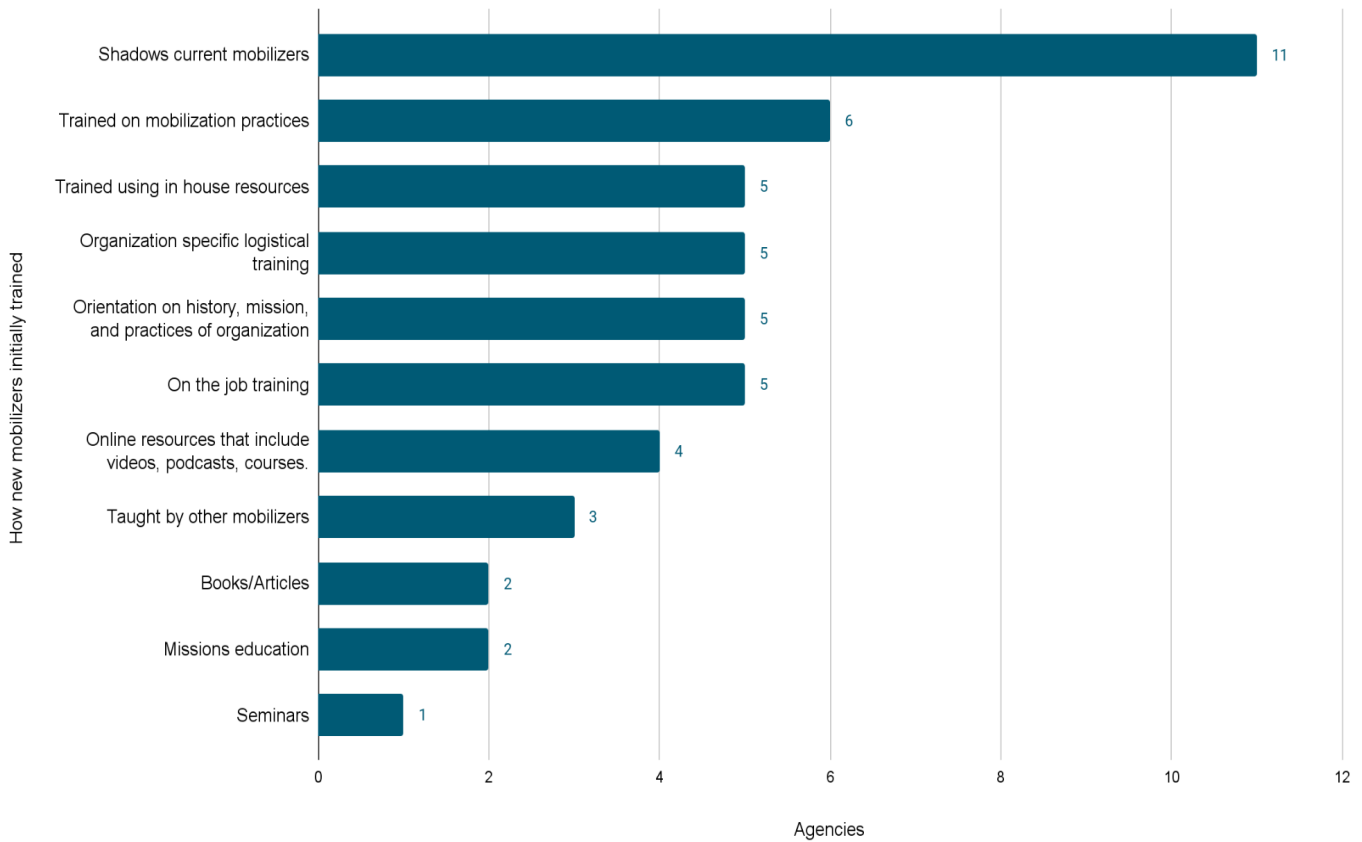
How new mobilizers initially trained	Agencies
Shadows current mobilizers	11
Trained on mobilization practices	6
Trained using in house resources	5
Organization specific logistical training	5
Orientation on history, mission, and practices of organization	5
On-the-job training	5
Online resources that include videos, podcasts, courses	4
Taught by other mobilizers	3
Books/Articles	2
Missions education	2
Seminars	1

Q14 - How do mobilizers participate in on-going training?
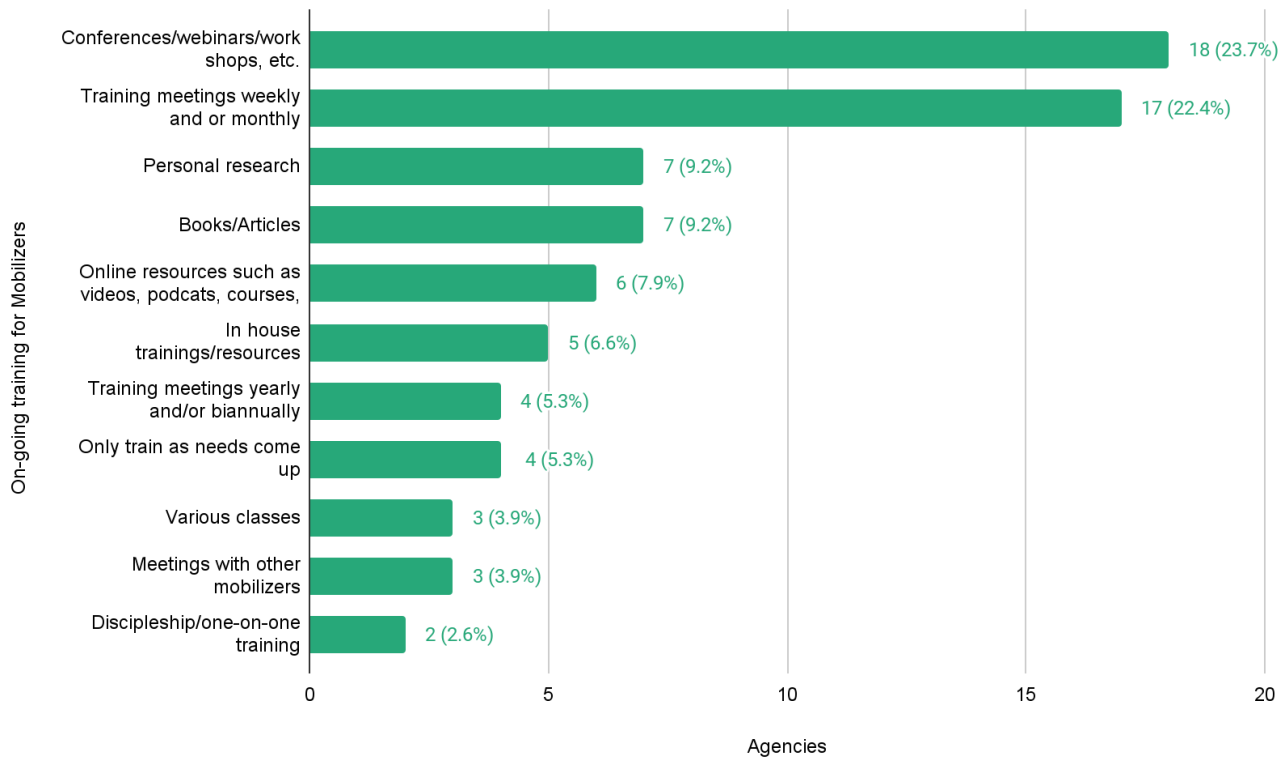
On-going training for Mobilizers	Agencies
Conferences/webinars/workshops, etc.	18
Training meetings weekly and/or monthly	17
Personal research	7
Books/Articles	7
Online resources such as videos, podcasts, courses, etc.	6
In-house trainings/resources	5
Training meetings yearly and or bi-annually	4
Only train as needs come up	4
Meetings with other mobilizers	3
Various classes	3
Discipleship/one-on-one training	2

Q15 - What factors listed below do you include in mobilizer training?
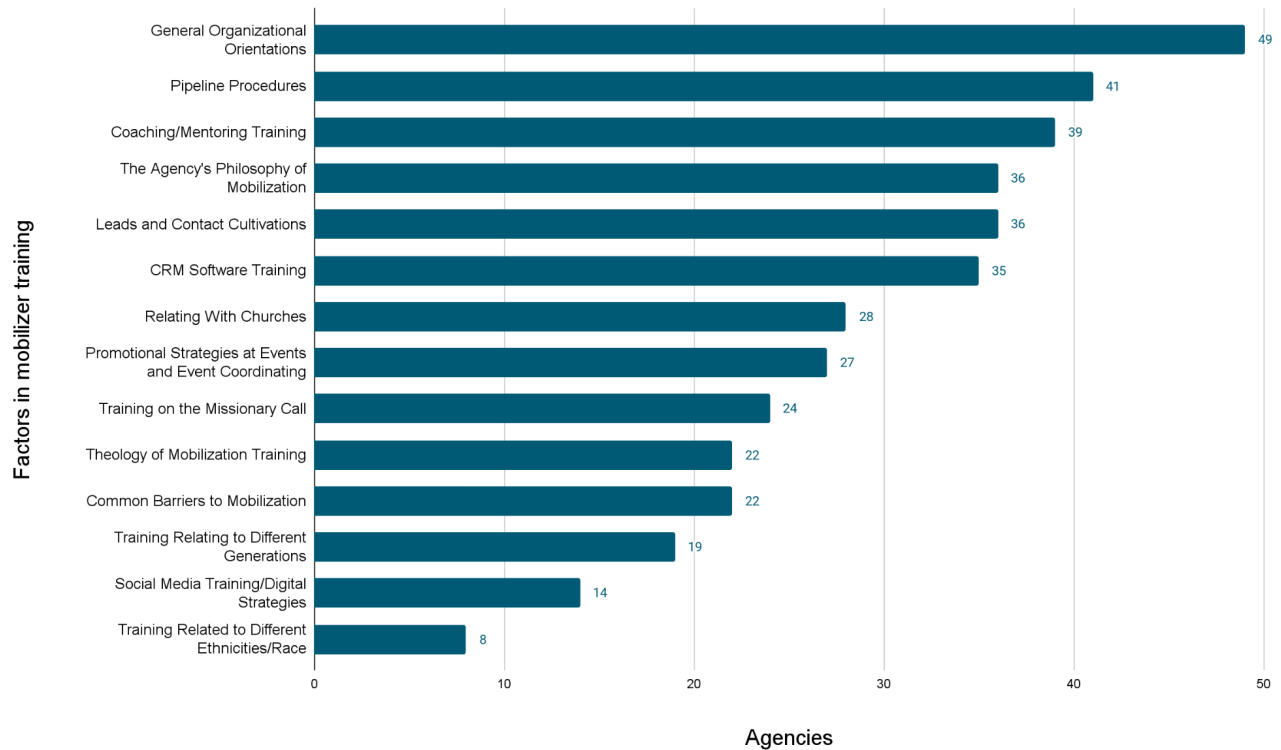
Factors in mobilizer training	Agencies
General Organizational Orientations	49
Pipeline Procedures	41
Coaching/Mentoring Training	39
The Agency's Philosophy of Mobilization	36
Leads and Contact Cultivations	36
CRM Software Training	35
Relating With Churches	28
Promotional Strategies at Events and Event Coordinating	27
Training on the Missionary Call	24
Theology of Mobilization Training	22
Common Barriers to Mobilization	22
Training Relating to Different Generations	19
Social Media Training/Digital Strategies	14
Training Related to Different Ethnicities/Race	8

Q16 - Approximately how many hours does each new mobilizer hire spend in initial training?
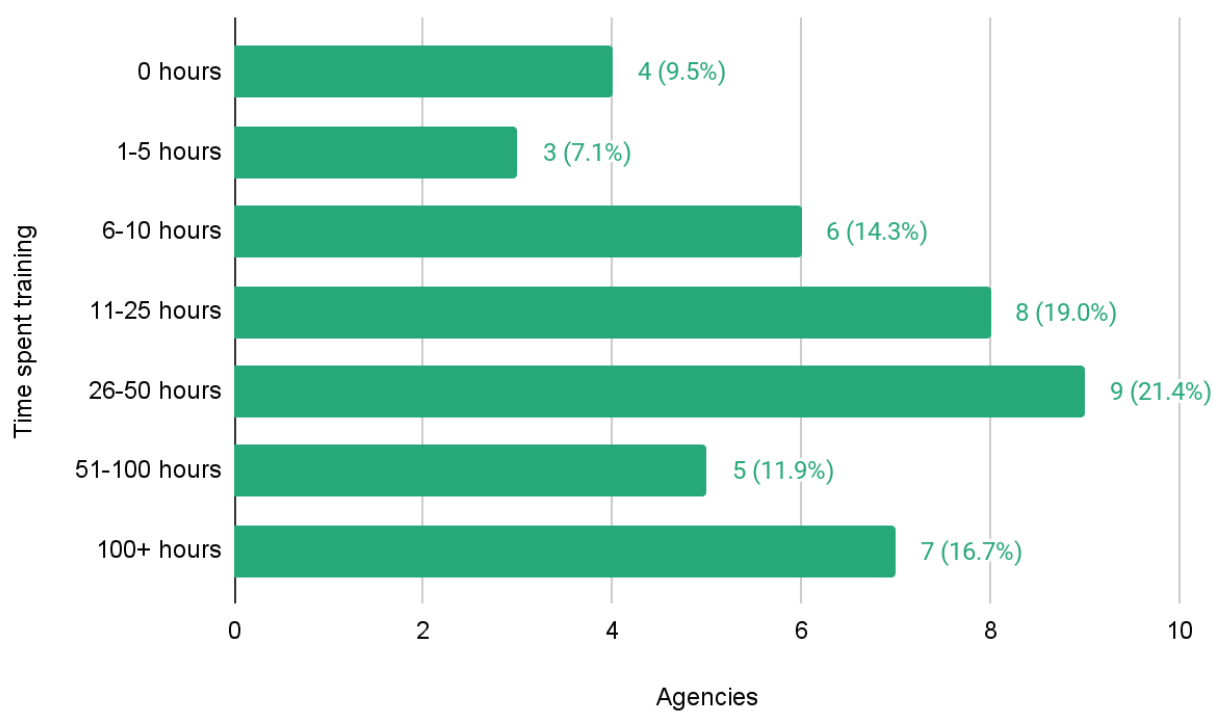
Time spent training	Agencies
0 hours	4
1-5 hours	3
6-10 hours	6
11-25 hours	8
26-50 hours	9
51-100 hours	5
100+ hours	7

Q17 - What resources (i.e. curriculum, books, videos) do you use to train mobilizers?
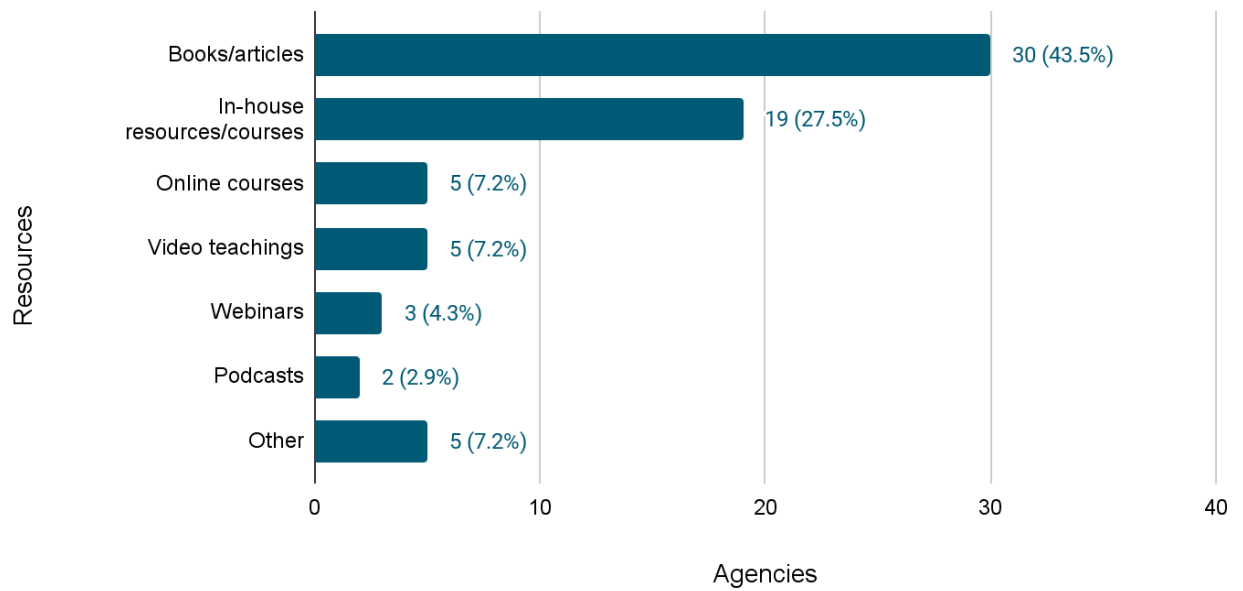
Resources	Agencies
Books/articles	30
In-house resources/courses	19
Online courses	5
Video teachings	5
Webinars	3
Podcasts	2
Other	5

Q18 - Do you provide different types of training for short-term mobilizers vs. long-term mobilizers?
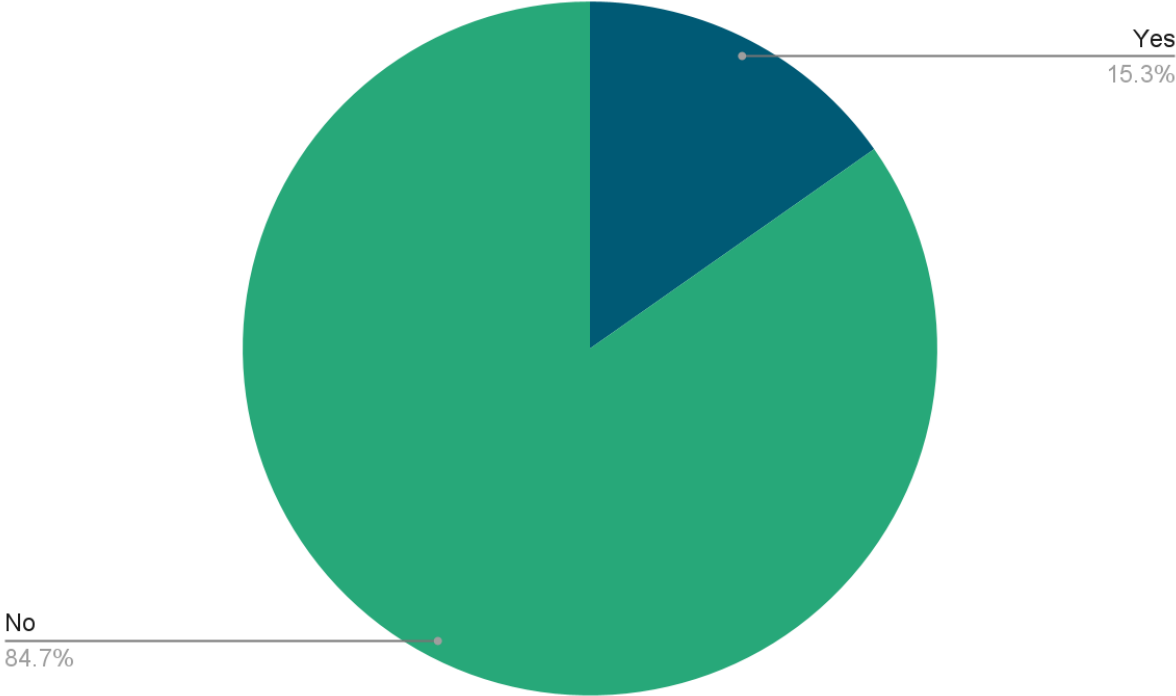
Yes	No
9	50

Q19 - Do you provide any cross-departmental (within the mobilization team) training for your mobilizers?

Yes
23.3%

No
76.7%
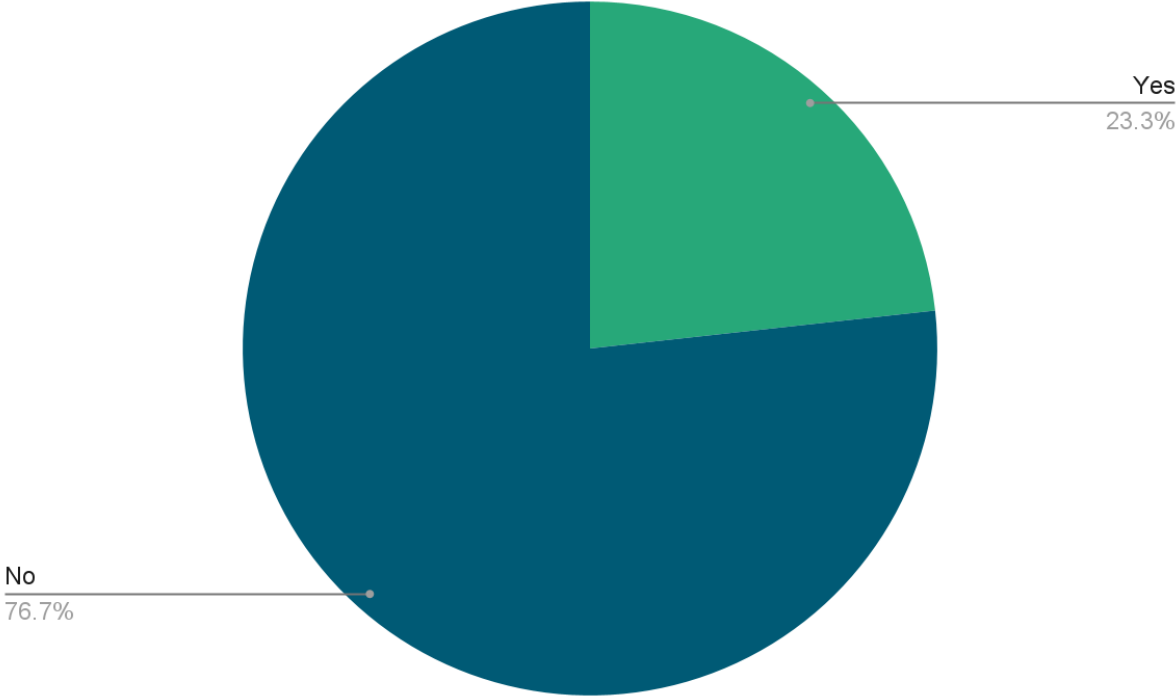
Yes	No
10	33

Q20 - Do you provide any cross-organization (among other teams/departments) training for mobilizing?

Yes	No
11	31

Q21 - When it comes to mobilizer training, what are your biggest needs/challenges?

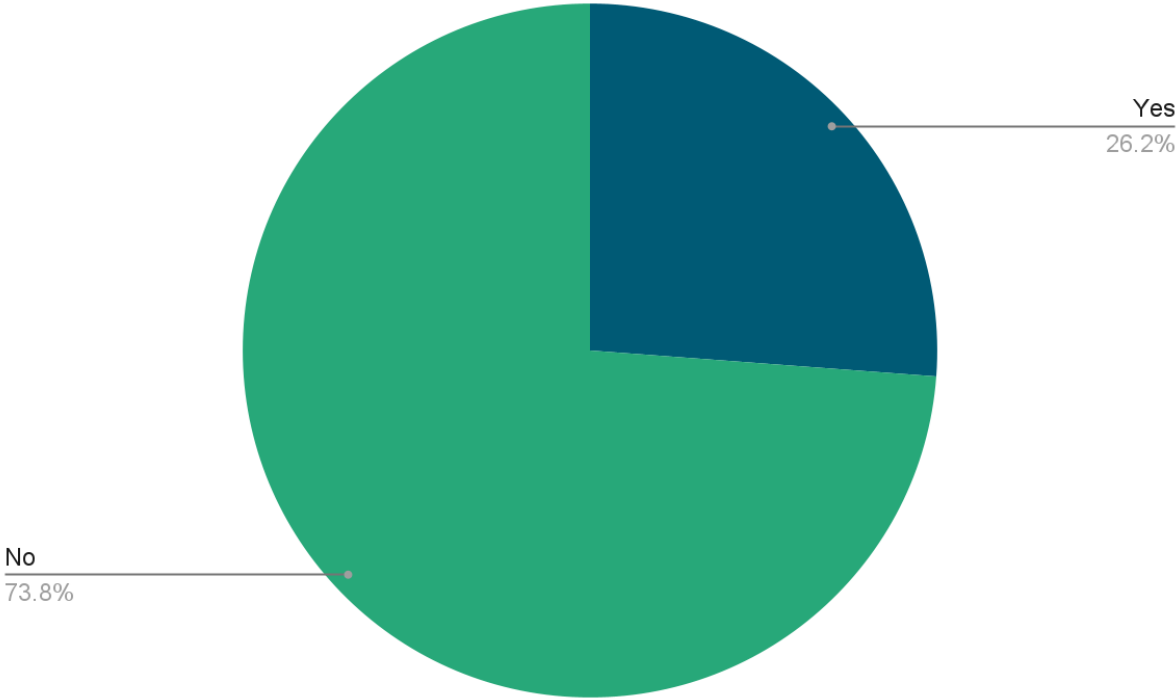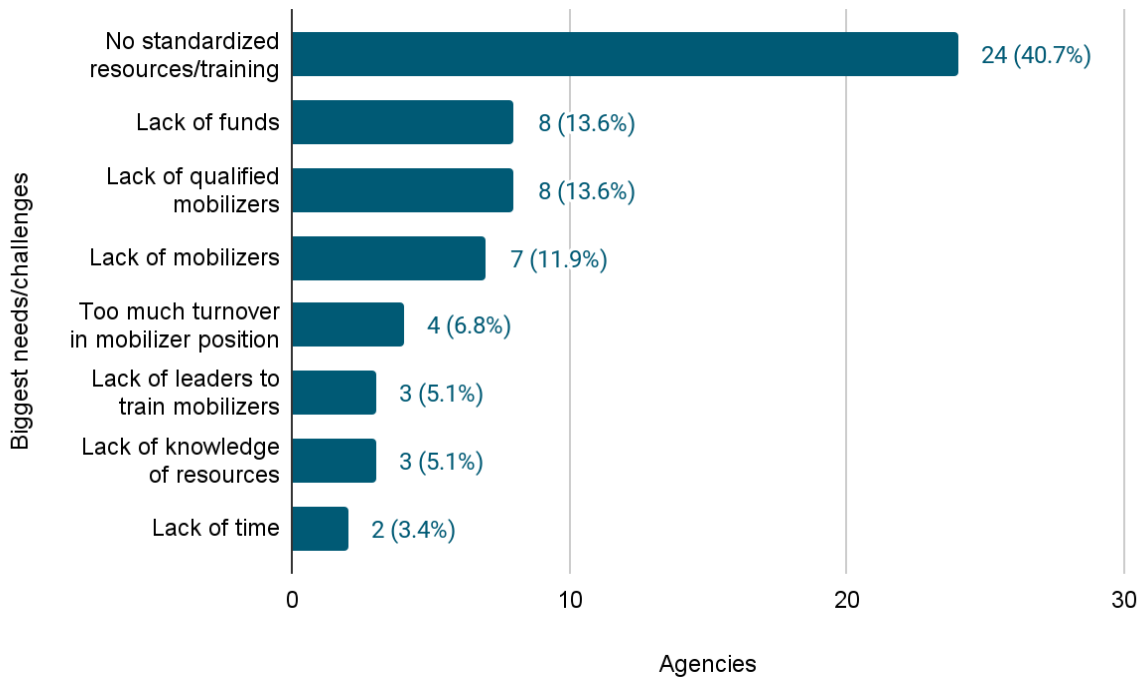| Biggest needs/challenges?	Agencies
No standardized resources/training	24
Lack of funds	8
Lack of qualified mobilizers	8
Lack of mobilizers	7
Too much turnover in mobilizer position	4
Lack of leaders to train mobilizers	3
Lack of knowledge of resources	3
Lack of time	2
Resources for reaching African Americans	1
Resources for mobilizing Gen Z and Students	1
Resources on how to mobilize senders	1
Lack of organization priority	1
In-depth training	1
Lack of knowledge on how to recruit more mobilizers	1
Not knowing how to integrate training into mobilizer teams	1

Q22 - Does your organization consistently meet its mobilization goals?
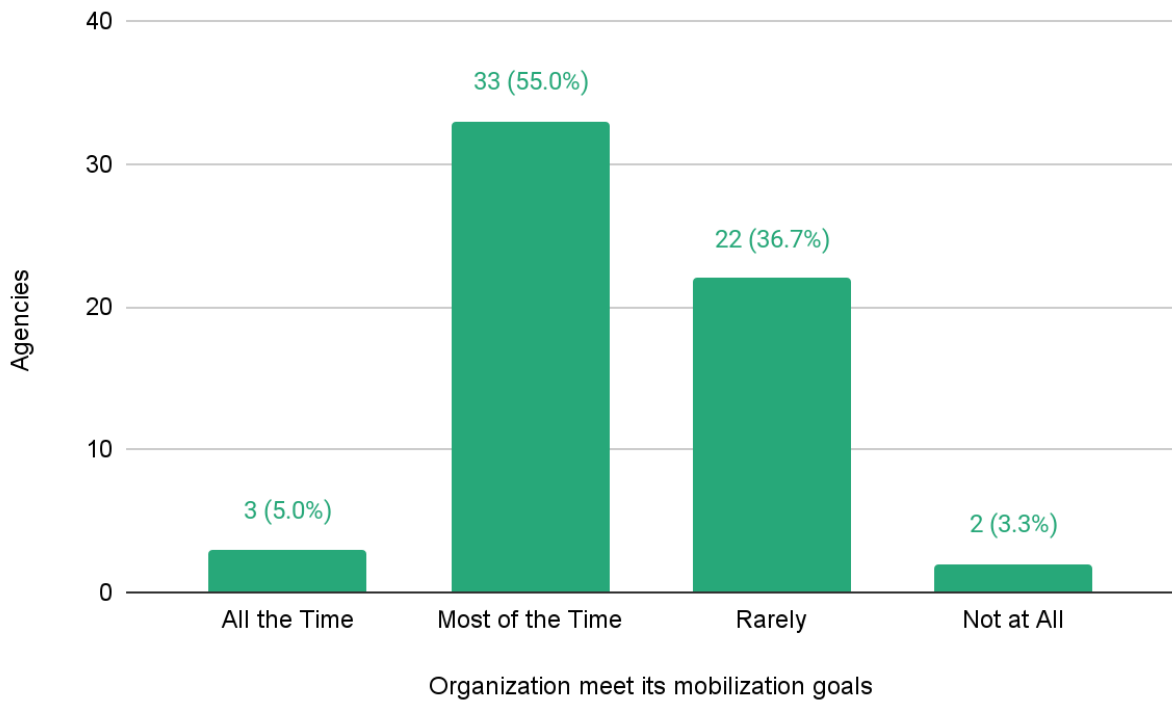
Organization meet its mobilization goals	Agencies
All the Time	3
Most of the Time	33
Rarely	22
Not at All	2

Cross-referenced Questions

We wanted to discover what training looked like for agencies that answered the above question (Q22) "most of the time" vs. those who answered "rarely." We took the answers to this question and cross-referenced them with the agencies' other answers to help us discover if those agencies who meet their goals most of the time or rarely have certain mobilizer training practices.

Most of the time:
Of the respondents who answered that they meet their mobilization goals most of the time, the average number of full-time mobilizers working at the agency is: 4 [2]

Rarely:
Of the respondents who answered that they meet their mobilization goals rarely, the average number of full-time mobilizers is: 3.6 [3]

Most of the time:
crQ4 - Of the respondents who answered that they meet their mobilization goals most of the time, the average number of part-time mobilizers working at the agency is : 3.25

Rarely:
crQ4 - Of the respondents who answered that they meet their mobilization goals rarely, the average number of part-time mobilizers is : 3.2 [4]

When it comes to the numbers of fulltime and parttime mobilizers, there is virtually no difference for agencies who meet their mobilization goals most of the time vs. rarely.

---

[2] We excluded one respondent whose answer was not consistent with the rest of the survey. They answered they have 150 full-time mobilizers.

[3] We excluded one respondent whose answer was not consistent with the rest of the survey. They answered they have "100s" of full-time mobilizers.

[4] We excluded one respondent whose answer was not consistent with the rest of the survey. They answered they have "100s" of part-time mobilizers.

crQ6 - Agencies that meet their mobilization goals most of the time, on average their mobilizers' ages are[5]:

Average Age	Agencies
18-25	0%
26-30	19%
31-35	13%
36-40	22%
40+	47%
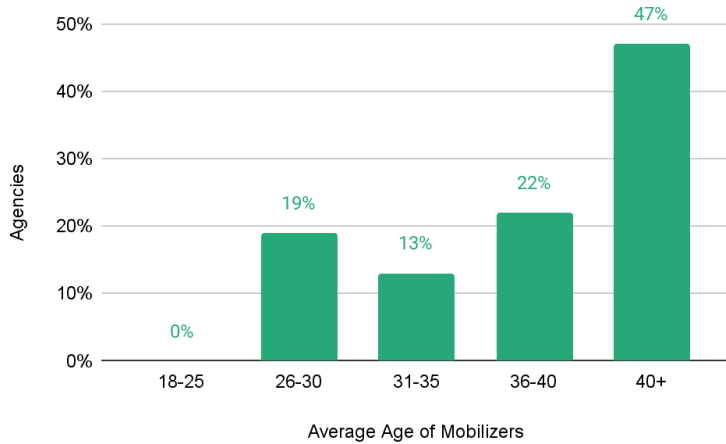
crQ6 - Agencies that meet their mobilization goals rarely, on average their mobilizers' ages are:

Average Age	Agencies
18-25	13%
26-30	13%
31-35	13%
36-40	31%
40+	27%
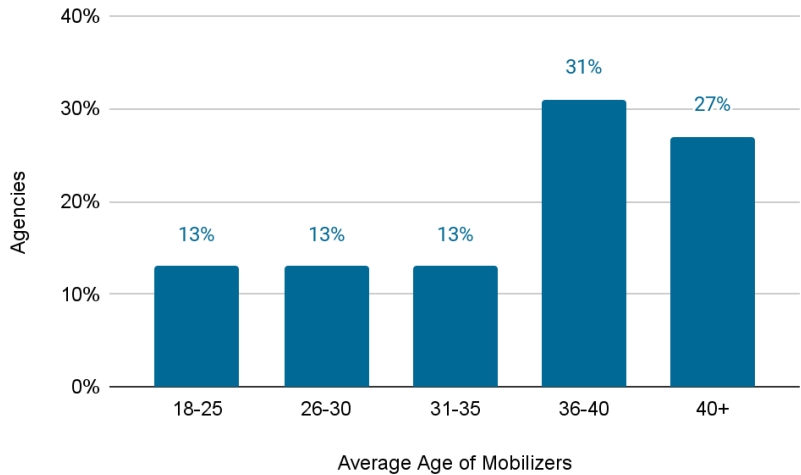
[5] Percentages are rounded to the nearest whole number.

crQ7 - Of the agencies who responded that they meet their mobilization goals most of the time, on average their mobilizers stayed:

Mobilizer Tenure	Agencies
Less than a year	0%
1-2 years	10%
3-5 years	51%
5+ years	39%
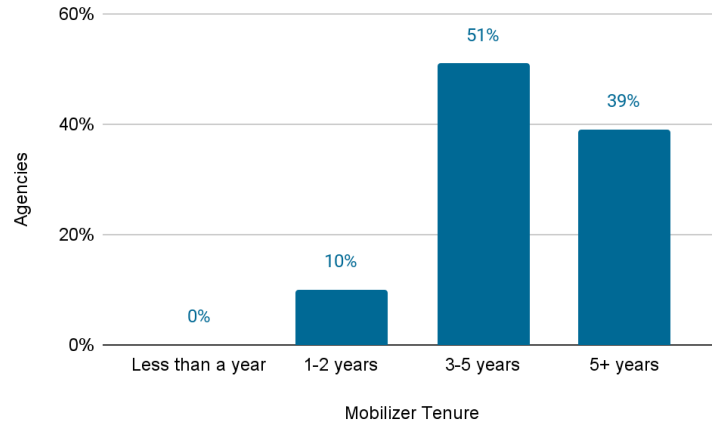
crQ7 - Of the agencies who responded that they meet their mobilization goals rarely, on average their mobilizers stayed:
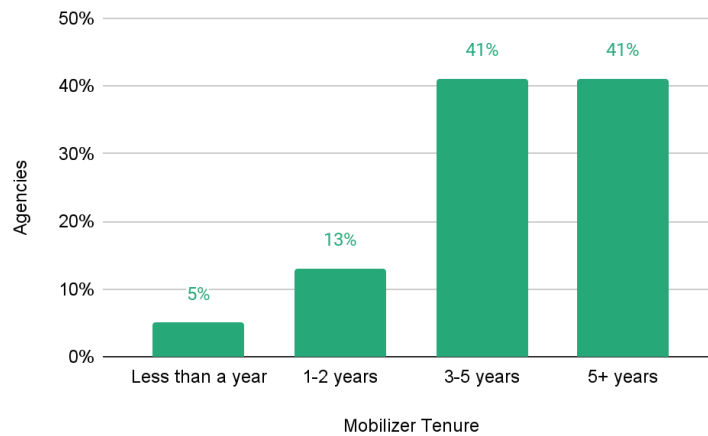
Mobilizer Tenure	Agencies
Less than a year	5%
1-2 years	13%
3-5 years	41%
5+ years	41%

crQ8 - Of the agencies who responded that they meet their mobilization goals most of the time:

- 55% indicated their mobilizers raise 100% their own salary
- 27% indicated their mobilizers raise part of their salary
- 18% indicated their mobilizers receive a full salary from the agency
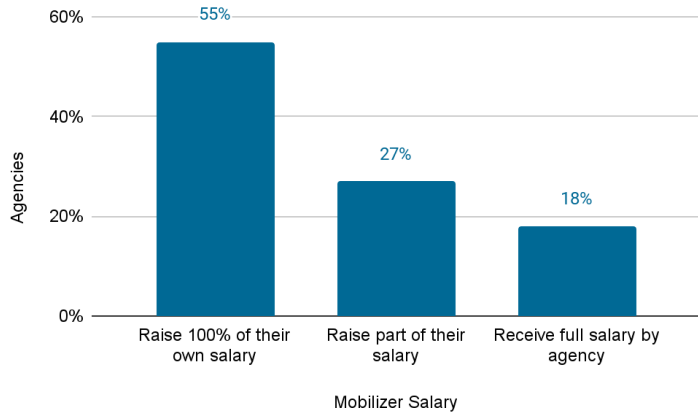
crQ8 - Of the agencies who responded that they meet their responded that they meet their mobilization goals rarely:

- 36% indicated their mobilizers raise their own salary
- 36% indicated their mobilizers raise part of their salary
- 28% indicated their mobilizers receive a full salary from the agency

crQ12 - Of the agencies who responded that they meet their mobilization goals most of the time:

- 61% of new mobilizer hires receive formal training
- 39% of new mobilizer hires do not receive formal training

crQ12 - Of the agencies who responded that they meet their mobilization goals rarely:

- 36% of new mobilizer hires receive formal training
- 64% of new mobilizer hires do not receive formal training

crQ16 - Of the agencies who responded that they meet their mobilization goals most of the time, the average amount of hours spent training a new mobilizer hire is: 57 hours

crQ16 - Of the agencies who responded that they meet their mobilization goals rarely, the average amount of hours spent training a new mobilizer hire is: 32 hours

Summary and Conclusion

The results of this survey revealed several notable findings:

1. Seventy-one percent of the agencies in this survey indicated they have between 1-5 fulltime mobilizers. Most mobilization teams are small. Perhaps we could mobilize more if we had more mobilizers on staff.
2. Forty percent of the agencies indicated their mobilization staff's average age is over 40 years old. Those in this age bracket likely have more experience and education.
3. Less than 1% of the agencies indicated their mobilization staff's average age is 18-25 (Gen Z). As Gen Z graduates college and joins the workforce, agencies may benefit from hiring those from this generation.
4. Eighty-five percent indicated their mobilizers stay 3 years or more. There was little correlation between mobilizer longevity and an agency meeting or not meeting their mobilization goals.
5. Seventy-nine percent of mobilizers raise all or part of their own salaries. This had no effect on if the agency met its mobilization goals. While it may be more difficult for agencies to find/hire mobilizers who are required to raise funds, once they are on staff, they are as effective as those agencies who pay a full salary to their mobilizers.
6. Only 50% of agencies indicated they formally train new mobilizer hires. Perhaps we should have defined what we meant by the term, *formally,* as this can be interpreted differently. Nevertheless, mobilizer training seems to be a big need.
7. Only 13% of agencies include training related to different ethnicities/races for their mobilizers. Having a more diverse missions force is good for the Kingdom. Agencies who train their mobilizers on mobilizing missionaries from various ethnicities may be more successful.
8. Seventy-nine percent of the agencies train their mobilizers using books, articles, or other resources they have developed in-house.
9. Thirty percent of the agencies indicated their biggest need/challenge is that there is no standardized resources or training for mobilizers. Other notable needs/challenges were a lack of funds for mobilizer training, a lack of qualified mobilizers, and a shortage of mobilizers in general.
10. Fifty-five percent meet their mobilization goals most of the time while 36% rarely meet their mobilization goals.
11. The majority of agencies (61%) who formally train their new mobilizers meet their mobilization goals most of the time.
12. The majority of agencies (64%) who do NOT formally train their new mobilizers rarely meet their mobilization goals.

The results of this survey indicate that there is a great need for mobilizer training. Some who took the survey found it frustrating as they did not know how to answer some of the questions. One mobilization director emailed me (David) the following:

> This survey is so far outside the way we do things that I don't think any of my responses would be helpful, so I did not complete the survey. I'd love to chat with you on the differences between [our agency] and other organizations both regarding mobilization and partnership development. You have a much broader view than I do…The problem with the survey is that even the questions asked don't fit neatly (or even shoehorned) into our context. Because we mobilize our [missionaries] to do the actual mobilization, we only have one full time mobilization person (me) and I don't do much mobilizing. Most of what I do is infrastructure. I'm not sure I can even know how to answer the questions asked. The whole issue of training is also moot because our mobilizers are actually our [missionaries]. And it is pretty effective.

Another respondent (a mobilization director) indicated he did not like the survey. When asked for the reason why, he said, "I don't like having to answer questions I don't have the answers to."

Do the encounters above point to an even greater need when it comes to the field of missions mobilization? Is there a general lack of mobilization education? Are there vast differences in how we all define the term, *mobilization*? Are we even asking the right questions? What needs to occur so that mission agencies employ more qualified mobilizers? Perhaps this survey brought up more questions than answers, but that's not necessarily a negative thing. Let's keep discovering.

What this survey can confirm is that those who train their mobilizers are more likely to be successful at mobilizing more missionaries. Agencies who are intentional with training when bringing a new mobilizer on staff seem to do better are reaching their mobilization goals. Perhaps the greatest need is establishing robust mobilizer training programs that include processes, tools, and specific outcomes.

Certainly, there are agencies that have created excellent training programs for their mobilizers. If that's the case with your agency, would you be willing to collaborate and share how you train your mobilizers? We would like to begin gathering best practices and mobilizer training curriculum to share with the wider mobilization field. To get started, please email us at: hello@missionarymobilization.org. Also, you can find many helpful mobilization resources at the following websites (not an exhaustive list):

- https://1615.org/
- https://www.globalmmi.net/
- https://globalcastresources.com/
- https://missionexus.org/tag/mobilization/
- https://www.missionarymobilization.org/
- https://www.mobilization.org/

Investing in mobilizer training is worth every penny. With the current climate of missions in the U.S., we need to do everything in our power to employ the most educated, experienced, and qualified mobilizers to mobilize more missionaries around the world so that God is glorified by every tongue, tribe, people, and nation. We long for that day. This is why we do what we do.

Appendix A

The following missions organizations filled out this survey:

ABWE

Action International Ministries

African Inland Mission

Assemblies of God World Missions Eurasia Region

Avant

Awaken Hearts

Black Forest Academy

Cadence International

Cafe 1040

Chi Alpha Campus Ministries (Assemblies of God)

China Outreach Ministries

Christar

Christian Sabha Aurangabad

Crossworld

Crossworld Canada

Cru

EFCA ReachGlobal

Encompass World Partners

European Christian Mission New Zealand

Frontier Ventures

Fullstature Missions International

Global Frontier Missions

Global Outreach International

Global Partners

GoCorps

Good Shepherd Ministries Rwanda

Grace Ministries International

International Ministries

International Missions (PAOC)

Interserve USA

KidZ at Heart International

Launch Global

Liebenzell USA

New International

OM

One Challenge

One Mission Society

PAOC

PAOC-RAN (Canada)

Pinelake Church

Pioneers Australia

Pioneers Dominican Republic

Pioneers Europe

Send International

Sima Community Based Organization

South America Mission

Student Missions Organisation

TeachBeyond

TEAM

Team Expansion

The Navigators

To Every Tribe

United World Mission

World Gospel Mission

WorldVenture

Youth For Christ International

Youth With a Mission

YWAM Frontier Missions