

YESTERDAY

TODAY

TOMORROW

LEAD DIFFERENT.

2021 MINISTRY REPORT



ARROW[™]
LEADERSHIP

30[▲]
YEARS
LEADING DIFFERENT

CELEBRATING 30 YEARS.

For 30 years, Arrow Leadership has faithfully developed Jesus-centered leaders to be led more by Jesus, lead more like Jesus and lead more to Jesus.

Because Jesus-centered leadership changes everything.

Cover photos: Class 1 (left), Derrick Chan, Arrow Entrepreneur™ (middle), Class 53 (right).

FROM THE PRESIDENT.

Thirty years ago, Leighton Ford, along with a small team, began to follow a vision to develop the next generation of Christian leaders. The heartbeat, then as well as now, was forming leaders who are led more by Jesus, lead more like Jesus and lead more to Jesus. The prayer was to see God's transformation in these leaders multiply over time, and it's still our prayer today.

In reflecting on what God has done over 30 years, my heart is full of joy. We have had a front row seat to see God's transformational work multiplying around the world in remarkable ways. There are Arrow Leaders serving in key roles on six continents. There are now 11 national Arrow programs across the globe. With nearly 1,200 alumni from just the US and Canada, we are privileged to witness God's work in their lives to profoundly impact their own families, teams, ministries and communities.

However, the need for Jesus-centered leaders continues to increase. The direction of the culture, the state of the Church, the complexity of issues, the chaos of our world and the conflicts in our communities all cry out for leaders who will live and lead with Jesus at the center.

As you read this special 2021 Ministry Report, may your heart be full of joy. God has been wonderfully faithful. He is still powerfully at work. May your heart also be stirred afresh to play the key role only you can play in helping develop Jesus-centered leaders!

Keeping focused on Jesus,



DR. STEVE A. BROWN
PRESIDENT

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YESTERDAY.

The world has significantly changed since Arrow Leadership began 30 years ago. But the deep need for Jesus-centered leaders hasn't.

For 30 years, Arrow Leadership has been used by God to transform leaders to live and Lead Different as Kingdom seekers, not empire builders. Today, Arrow Leaders span the globe leading churches, denominations, multinational ministries, Christian schools and businesses—evangelizing the lost, serving the poor and homeless, discipling youth and influencing countless people for Jesus.

“No formal ministry has better prepared me to serve the Church than the Arrow Leadership Program. It has inspired me to be a ‘Kingdom Seeker rather than an Empire Builder.’ My closest, lifelong friendships emerged out of my Arrow experience.

KEN SHIGEMATSU, CLASS 1, PASTOR, TENTH CHURCH, VANCOUVER, BC AND AUTHOR OF SURVIVAL GUIDE FOR THE SOUL

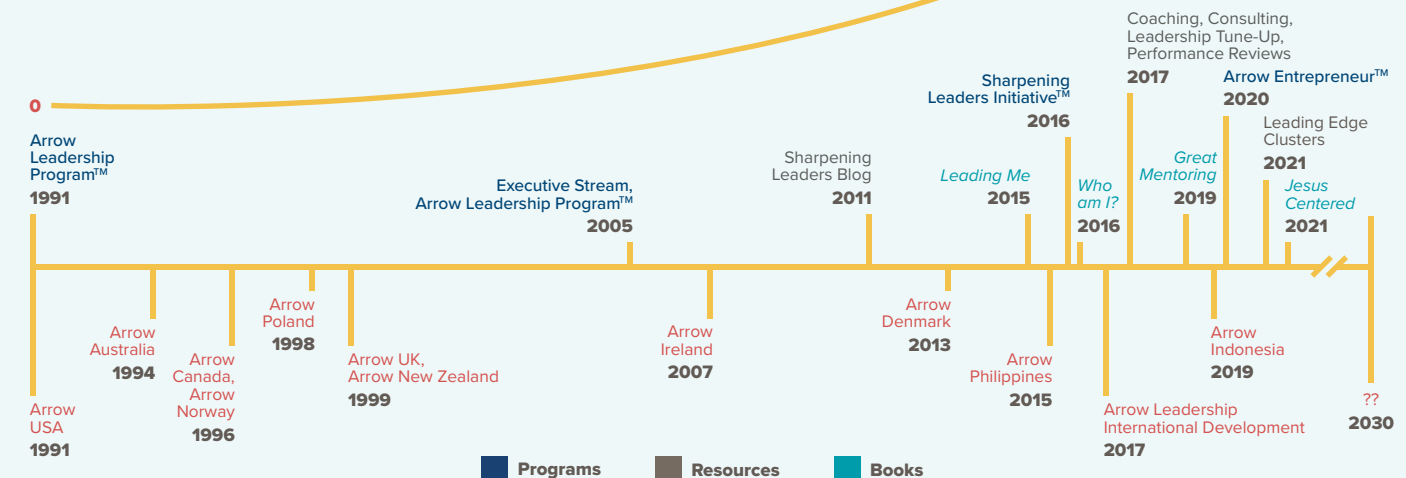
During the past five years, Arrow Leadership's impact in transforming Jesus-centered leaders has grown significantly. We have exponentially expanded the number of Arrow Leadership Program™ classes over the past five years while also launching the Sharpening Leaders Initiative™ and Arrow Entrepreneur™.

We also created entirely new ways of sharpening Christian leaders through a wide variety of new services, such as our Leadership Tune-Up, personalized coaching, high-impact workshops and a host of printed resources. As a result, God is using Arrow to pour into thousands of leaders each year, transforming them into Jesus-centered leaders who Lead Different.



**1,224
Arrow Leaders
in North America**

**1,500+
Arrow Leaders
Internationally**



TODAY.

To Lead Different as a Jesus-centered leader means to lead with agility, adapting to new circumstances and opportunities while remaining focused and aligned with God's calling.

That describes this year quite well for Arrow Leadership. With the challenges of travel and gathering restrictions, we adapted and innovated, creating new virtual versions of the **Arrow Leadership Program™** as well as hybrid versions combining face-to-face gatherings with virtual connections.

The new virtual versions reduced barriers for leaders from around the world to take part in the **Arrow Leadership Program™**. We also discovered God is not limited by technology. In fact, He worked in surprising ways, transforming leaders through each of our virtual connections.

We also modified the **Sharpening Leaders Initiative™** (SLI) to a fully virtual program to invest in ministry leaders serving with The Salvation Army in the Netherlands as well as Youth for Christ Canada and Christian Horizons.

Recognizing the need to pour into leaders in deeper ways as they faced new challenges due to COVID-19, we piloted a new offering—**Leading Edge Clusters**. These small group communities cultivated a “safe but not soft” community to help leaders stay sharp and keep growing in life and leadership.

We also introduced “**Pause**” and “**Polish**” to serve Arrow alumni. These monthly thirty-minute virtual gatherings provided space for leaders to pause for encouragement and prayer and to be polished through a TED-style talk on vital topics related to leadership in the midst of uncertainty and change.

Expanding Arrow's influence developing Jesus-centered leaders, **Arrow Entrepreneur™** launched its second cohort this year with creative gatherings for Christian business owners to center their lives, businesses and impact on Jesus.



Through Arrow, the Lord gave me great instruction on topics that are extremely important to any leader, and as a result I feel better equipped to face ‘leading off the map’ in the future.

**BARBARA CHAMBERS, CLASS 52,
DIRECTOR OF COMMUNICATIONS,
ABUNDANCE CANADA**

2020–2021

215

Jesus-centered leaders sharpened through Arrow's transformational programs.

38

Arrow leaders poured into and developed through Leading Edge Clusters.

1,804

Leaders resourced through Arrow's seminars, workshops, webinars and coaching.

9,871

Leaders intentionally developed through Arrow Leadership's printed resources and monthly online blog.



TOMORROW.

Arrow's vision is to see Jesus-centered leaders equipped to influence every sphere of society, impact every nation and reach every person for Jesus. To move forward toward our vision, Arrow has set five strategic priorities for the future.

1 EXPERIENCING GOD'S MOSAIC

In order to better represent, engage, learn from, model and be blessed by the mosaic of God's Kingdom diversity, we are seeking to:

- Increase our learning internally related to racial and ethnic diversity.
- Create program environments that better reflect God's mosaic.
- Intentionally expand the diversity of our staff, volunteers and program participants.

2 INCREASING ACCESSIBILITY FOR LEADERSHIP DEVELOPMENT

We desire to reduce barriers holding leaders back from participating in Arrow Leadership's programs by:

- Expanding our virtual program offerings and virtual services.
- Launching new face-to-face classes of the Arrow Leadership Program™ in 2022.
- Enhancing scholarship opportunities to assist under-resourced leaders.

3 BUILDING INTERNAL CAPACITY AND CULTIVATING AN INTENTIONAL CULTURE OF "SHALOM"

To support Arrow's current and future growth, we recognize the need to strengthen our internal capacity by:

- Developing our current staff and expanding our team through hiring key positions.
- Investing in a culture of "shalom" where our team and the leaders we pour into are experiencing greater peace, wholeness, and overall health spiritually, relationally and physically.

4 ENHANCING STRATEGIES TO SERVE THE US AND CANADA

To expand and better contextualize our development of leaders in North America, we are:

- Sharpening strategies, growing teams and adding partnerships in both the US and Canada.
- Launching unique programs of the Arrow Leadership Program's™ Emerging Stream in both the US and Canada to better focus on God's unique work in each country.

5 PURSUING INTERNATIONAL GROWTH

Because the world needs more Jesus-centered leaders, we are:

- Adding energy, expertise and resources to help expand the global Arrow Alliance.
- Assisting in the launch of a French-speaking Arrow Program in Switzerland and a Spanish-language program in Peru.
- Expanding international partnership opportunities to develop more leaders.

I'm noticing how much my heart is changing for the better from my involvement in Arrow—the way I lead my staff, shepherd my flock and engage my own identity in Christ. I'm more considerate of things simply by the awareness that Arrow brings to my understanding of several areas in my life.

**MATTHEW TRANTHAM, CLASS 51, CORPS OFFICER,
THE SALVATION ARMY, SALISBURY, MD**



NEW BEGINNINGS.

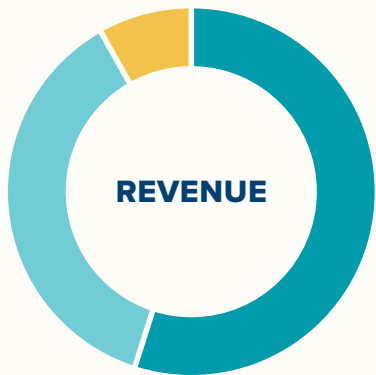
Our vision is to see Jesus-centered leaders equipped to influence every sphere of society. For years, Christian business leaders have come to Arrow seeking to be sharpened and equipped as marketplace leaders. After significant prayer and preparation, Arrow Leadership launched Arrow Entrepreneur™ last year to fill this need and develop leaders in a new sphere for Kingdom impact.

“Arrow Entrepreneur has been a safe place to process challenges we face in our business, hear from like-minded entrepreneurs and apply both spiritual and practical lessons in our personal and business lives. Digging deeper into the coaching model of business management and understanding the talents, training and gifts of everyone on our team, have been a direct result of our training at Arrow. We are grateful for the care Arrow leaders and mentors have provided especially during these uncertain and unprecedented times! We always have lots to process and talk about after our Arrow Mastermind and intensive events!

DAVID & REBECCA VAN NOPPEN,
CO-OWNERS, MORE THAN ENOUGH FINANCIAL



GOD’S FAITHFUL PROVISION.



Donations, Grants & Subsidies (55%)	\$972,000
Program Fees (37%)	\$652,000
Resources, Products & Services (8%)	\$145,000
Total Revenue	\$1,769,000

Surplus \$177,000*

Ministry Programs (75%)	\$1,195,000
Administration (16%)	\$248,000
Fund Development (9%)	\$149,000
Total Expenses	\$1,592,000



**Note: This surplus includes restricted funds received this year for specific ministry next year as well as funds raised for future growth and to increase our operating balance.*

Figures are rounded to the nearest \$1,000. Audited financial statements are available upon request.

Arrow Leadership is a member in good standing with the ECFA and CCCC.



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Arrow Leadership



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@ArrowLeadershipMinistries



The Arrow experience was foundational for me. Most shaping and lasting was the emphasis on a leader's character. I'm grateful to Leighton Ford and others for this focus, which has been important for sustaining me through 30 years of ministry with its many seasons, some joyful and some very difficult.

**DAVID DWIGHT, CLASS 1, SENIOR PASTOR,
HOPE CHURCH, RICHMOND, VA**