

# Misean Cara



**John Moffett**  
CEO

*“Caplor Horizons knows Misean Cara and our members very well and has been a good critical friend to us over the years. Their real strength is keeping the focus on the long-term strategic picture when it is easy to get lost in the day-to-day operations.”*

“Misean Cara works to bring about transformation through supporting missionary organisations and their partners. We are committed to promoting the dignity and well being of those furthest behind and aiding their access to essential resources and basis rights. It is a membership organisation with 88 diverse members working in over 60 countries around the world. We have worked with Caplor Horizons for almost ten years. This has been centred on defining, refining and adapting our strategy. Caplor Horizons has helped us overcome obstacles and to stay focused on strategic goals. They are currently facilitating a grant systems renewal process with our members.

Prior to this, after I became CEO in 2021, and we began the process of refreshing our strategy we turned to Caplor Horizons for support; they talked to us about what we wanted to achieve from the process and ensured they provided the right people in their team to help us work through the questions we needed to answer.

Looking back in time, we first had the opportunity to work with Caplor Horizons while revising and developing our organization’s vision; this started in late 2014. Therefore, it was imperative for the process of developing the vision to be transparent, inclusive and participatory. We considered 13 different organisations to provide external input and selected Caplor Horizons.

Former CEO, Heydi Foster explained that...



**Heydi Foster**  
Former CEO

*Caplor Horizons engaged with hundreds of people (members, board and staff) in an extremely professional, engaging and inclusive manner. They didn't just help us create a process that was inclusive, they also helped make the process fun and interactive. Caplor Horizons helped us produce a vision document that had 100% buy in from everyone.*

*Based on this successful experience, Caplor Horizons carried out a Strategy Review in mid to late 2015. A very robust and insightful review was completed.*

*In 2016, the third major piece of work was to facilitate a strategy development process. This had a global consultation process involving over 1,000 people - the most participatory and inclusive approach that Misean Cara had ever undertaken. This was completed in 2017. Caplor Horizons supported the delivery of an excellent strategy against a tight timeframe using a very engaging and inclusive process.*

*The process generated great support for support for our new strategy amongst our stakeholders; for instance, one described it as the best strategy they had ever seen.*

*Caplor Horizons organised that Charles Handy facilitate a session with us in mid-2017. This was very inspirational.*

*Since then, Caplor Horizons continued helping deliver the strategy and bringing about effective change, mainly with staff though they facilitated days with our Board. These sessions have been very stimulating, positive and helpful; for instance, one on neuroscience and its application to leadership and team working.*

*I also benefited from ongoing mentoring input throughout.*

*We have picked up and very much appreciated distinctive tools and models of Caplor Horizons. In particular, the Caplor House has been very useful and it has become a shared language in Misean Cara.*

*I have no hesitation in recommending the work of Caplor Horizons.”*

Our Project Funding Manager gave the following comments....



**Seamus O'Leary**

Project Funding Manager  
and former interim CEO

*“Caplor Horizons has been providing facilitation, mentorship and periodic review support to Misean Cara for over 5 years now. I have had the good fortune to have participated in these sessions right throughout this period. Some of these are smaller group sessions with the management team; others involve all staff and/or Board members; while a few of our sessions with Caplor Horizons involve very large numbers of participants from right across our very diverse membership in Misean Cara.*

*Caplor Horizons consistently and on every occasion bring value and understanding to these sessions. We always manage to gain some insight or other about our organisation and how we approach our work and come away motivated and refreshed by the possibilities that emerge.*

*During the latter half of 2019, I was interim CEO before taking up my current position. Misean Cara was going through a significant transition and leadership change the support from Caplor Horizons was invaluable. This level of change is not unusual for organisations, but the process can be challenging and unsettling for many involved, as was the case for our organisation and staff in particular. The understanding, skill and creativity of Caplor Horizons really helped us to examine the process from a fresh perspective and to identify ways in which we could both process the change and maximise forward momentum. One of our staff, who has been with the organisation over 6 years, described a meeting facilitated by them as: “the richest, most honest and best staff meeting I have attended during all my time with Misean Cara”.*