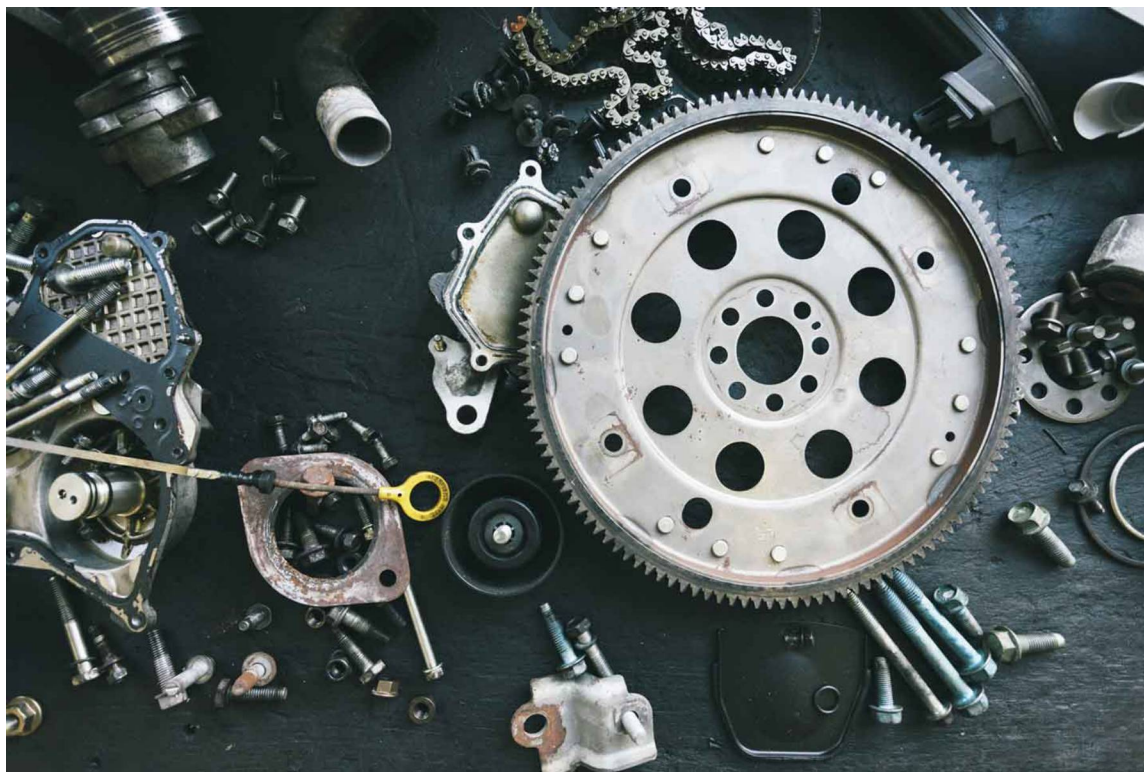


# A FIELD GUIDE FOR EMERGING MINISTERS IN A CROSS-CULTURAL WORLD

*Setting Your Character to Serve Well*

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Michael Field 2017

# WHY A FIELD GUIDE?

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*Ministry flows from being and God uses the events in a leader's life to deepen character, develop ministry skills, producing love, compassion, empathy, and discernment, as these relational qualities deepen, the ministry of leadership grows –J. Robert Clinton<sup>1</sup>*

## Introduction

Welcome! If you are interested in helping others become who they are created to be, my hope is that you find this guide useful in your efforts. The idea of this guide is for you to create ownership in your life of ministry.

In my fieldwork for the Master of Arts in International Community Development Program, I interviewed pastors, international aid workers, cross-cultural caregivers, and expatriates. I gathered information from personal interviews, published material, case studies, and internet sources. My work was centered around a sustainable process for the development of leaders. My questions inquired about the frustrations experienced early in the leaders' development, lessons learned in their own experiences, as well as the experiences they observed. My observations led to the creation of this Field Guide which provides a loose structure, a discussion-based format, and a sustainable process to develop leaders. The specific application is the leadership development process within an international church I encountered during my fieldwork assignments in Mumbai, India.

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<sup>1</sup> Clinton, J. Robert. *The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development*. Colorado Springs, CO: NavPress, 1988. Print.

The church, Avatar Church, has many good processes in place, a good pool of emerging leaders, and a good number of connections into the international workforce. However, they do not have a written process or sustainable program in place to continue the consistent development of their leadership team. This guide includes the topics I observed in their processes and the details discussed to offer a replicable structure while encouraging the personal creativity of each leader in development.

This guide is about taking care of yourself and mentoring others through casual, yet intentional relationships. However, this will be a departure from what you might expect. The approach is to invite discussion. A topic will be briefly introduced, and participants will discuss the topic with a mentor and determine the application of the concept in their setting. This guide is about preparation.

What was my motivation to write this guide? When I first became interested in ministry, I was enamored with the people I saw and their visible expressions of my concept of ministry. I thought ministry happened in action, and being up front was a goal to be achieved. I saw people from around the world sharing what they did and how they led people.

As I matured, I began to see the less obvious traits of ministry like: the discipline, the relationship, the preparation, and the structures to develop the outward expressions of ministry. I realized many long hours are spent to prepare for ministry. The actual ministry occurred within the person who chose to serve others. The ministry was propagated when the one who was served, chose to serve also.

Still, I was not aware of clear steps to develop my skills as a minister. The lessons I was learning seemed to come at various times and from random people. At times, I felt inadequate and unprepared to express the ministry that was in my heart. There was great tension between knowing I was supposed to step into a calling and not knowing what that calling looked like. I wrestled with the disappointment and thoughts of being unworthy,

irrelevant, and invisible. In all of that, I was compelled to continue, to focus on what God had put in my heart, and to gain credentials as a pastor. I thought I was alone in not knowing the sequence of the learning steps.

A retired, full-time pastor pulled me aside and gave me some insight. He was an informal mentor who added some purpose and structure to the lessons I had been learning. He came alongside me, asked me what I saw and knew, and then provided some definition and color. He spoke into the deep areas of my spirit, but with basic lessons I could understand. He mentored me with casual intentionality.

This guide is an attempt to give a basic structure for growth, while allowing an organic and personal style. The picture I see is a vine and trellis. The vine represents the fluid nature of ministry and your personal style, while the trellis is the structure of spiritual principles to build on. If the vine is not tended, it soon turns to a gnarled mess. However, a skilled vinedresser can sculpt the vine within the trellis, forming it into a beautiful creation of art for display. This picture reminds me of Jesus' words from John 15:1-8:

I am the true vine, and my Father is the vinedresser. Every branch in me that does not bear fruit, he takes away, and every branch that does bear fruit he prunes, that it will bear more fruit. Already you are clean because of the word I have spoken to you. Abide in me, and I in you. As the branch cannot bear fruit itself, unless it abides in the vine, neither can you, unless you abide in me. I am the vine; you are the branches. Whoever abides in me and I in him, he it is that bears much fruit, for apart from me you can do nothing. If anyone does not abide in me he is thrown away like a branch that withers; and the branches are gathered, thrown in the fire, and burned. If you abide in me, and my words abide in you, ask whatever you wish, and it will be done for you. By this my Father is glorified, that you bear much fruit and so prove to be my disciples. (English Standard Version)<sup>2</sup>

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<sup>2</sup> English Standard Version of the Bible. Crossway Publishers. 2001. YouVersion. <https://www.bible.com/bible/59/JHN.15.ESV>

This guide is aimed at helping amateur and emerging ministers in a cross cultural environment. It is designed to give guidance in maintaining self-care and growing in leadership skills. It covers basic tools, concepts, and the development of disciplines in self-health, care for others, servanthood, and leadership. This is only a guide. It is not intended for critical mental health treatment, but does address basic tools to use in the prevention of depression, exhaustion, and ministry burnout.

-Blessings to you

Mike Field

### **Mission**

This guide gives a basic structure to form the leader's character in association with ministry at Avatar Church in Mumbai, India. It will help emerging leaders to determine their fit in ministry, to develop character traits, and to influence others in their ministry development. This guide is best suited to individuals and a mentor, discussing the specific applications to their lives and ministry.

The focus of this guide is the initial steps of finding purpose, confirming identity and calling, establishing a source of confidence, and expressing one's ministry. As a child grows, they move from receiving care, to relating to others, and eventually, caring for others. In the same sense, this guide moves through an introspective stage of development, to a relational and maturing stage, and ends with how to express a healthy ministry of guiding others in their personal development.

This guide operates on the principle that we are all workers with a purpose and an opportunity to carry out our responsibility. By laying a foundation of personal health, the minister will be prepared to give healthy ministry to others, including leading others in their personal health.

### **What will this guide cover?**

- ✓ Identification of personal health characteristics
- ✓ Identification of good and poor self-care techniques
- ✓ Tools to improve self-health, relationships, and team building
- ✓ Definitions of mentoring relationships and serving in leadership
- ✓ Scenarios for discussion and skill building.

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# SETTING YOUR HAND TO THE PLOW

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*In the case of loss of cabin pressure, please secure your own oxygen mask before assisting another*

The airlines give this message on every airline flight. Have you ever wondered about that thought? Is it not selfish? In this case, the loss of oxygen can make you light-headed and impair your judgement. If you help someone else first, the airline may have two people who are non-cooperative because of lack of oxygen. By taking care of yourself first, you will be capable of coherently helping another. It is the same in ministry. You need to care for yourself before you can help others, it is not being selfish. But remember, you do not have to be perfect before you start. Self-care begins with knowing who you are as a person, who you belong to, and how you fit.

In this section, you will be introduced to tools to recognize your identity, to assess your emotional and spiritual health, to use Sabbath rest and Biblical meditation to build resiliency, perseverance, and coping skills, and to identify basic symptoms of burnout and depression. Just like a plow breaks up hard ground to get ready for the planting season, you will have the opportunity to break up some difficult personal habits that could hinder your ministry.

*I praise You, for I am fearfully and wonderfully made. Wonderful are your works... in Your book was written every day that was formed for me.*

*-Psalm 139:14,16<sup>3</sup>*

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<sup>3</sup> English Standard Version of the Bible. Crossway Publishers. 2001. YouVersion. Web. <https://www.bible.com/bible/59/PSA.139.ESV>



***Establishing Identity*** – The initial tool is to establish your identity. The first thing you need to accept is that you have been created for a purpose. Your Heavenly Father has a plan. He created you for this time in His grand timeline and has strategically placed you where you are. God has a unique design for each person. Wayne Cordeiro speaks of your DESIGN as those ingredients that make you, you.<sup>4</sup>

**Desires** – This is as simple as saying what you want out of life in general. What is it you desire? What is in your heart to do? If you could do anything in the world, what would it be?

**Experiences** – EVERYTHING you have experienced can be useful- God does not waste our pain. (A Personal History Timeline exercise will be discussed later).

**Spiritual Gifts** – God gives gifts to enhance the whole body and are not intended to operate in isolation. These gifts include leadership, serving, administration, and hospitality, etc. (for more information: *Wagner-Modified Houts Questionnaire* by Charles E. Fuller Institute of Evangelism and Church Growth)

**Individual Style** – Your personality also is a major part of your ministry fit. Are you an Introvert or Extrovert? No Problem! God created you and your temperament. (DISC and Myers-Briggs assessments are discussed later)

**Growth Phase** – You are growing and maturing. There are individual spiritual growth stages: toddler, adolescent, adult, or parent. These stages speak to spiritual maturity and the ability to relate to and disciple others. As you define what stage you are in, it will help to realize your growth potential and capabilities. (The Emotionally Healthy Spirituality Assessment will be discussed later).

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<sup>4</sup> Cordeiro, Wayne. *Doing Church as a Team: The Miracle of Teamwork and How It Transforms Churches*. Second. Ventura, CA: Regal Books, 2004. Print.

**Natural Abilities** – What do you enjoy doing? It is a simple question that is sometimes made difficult. Some people can play multiple instruments, some can influence others, and some can explain complex systems in simple terms. God uses these things to enhance our ministry.

***When you operate in your gift and passion, you will enjoy maximum effectiveness and minimum of weariness – Wayne Cordeiro<sup>5</sup>***

**Discussion:**

In each section, you will find discussion questions to develop your thoughts and practices applicable to your current or planned situation. These questions are intended to be used by you and your mentor(s) for personal discussions and development.

How would you describe each of the DESIGN elements in your life? List your Desires, Experiences, Spiritual Gifts, Individual Style, Growth Phase, and Natural Abilities:

How do these fit with your current Avatar ministry?

How do you see these elements shaping your work in helping others?

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<sup>5</sup> Cordeiro, Wayne. *Doing Church as a Team: The Miracle of Teamwork and How It Transforms Churches*. Second. Ventura, CA: Regal Books, 2004. Print.

**Understanding Personhood-** You are a whole person, made up of an intricate network connecting mind, body, spirit, and relationships. Jack Rozell describes your personality as the characteristic thought and behavior patterns expressed from the combination from your dynamic expression of the psycho-physical-socio-spiritual systems (fig. 1).<sup>6</sup> The dynamic effect is how the other areas compensate for an area that may be deficient. Too much compensation or imbalance may lead to adverse results.

### PERSONHOOD CIRCLE MODEL

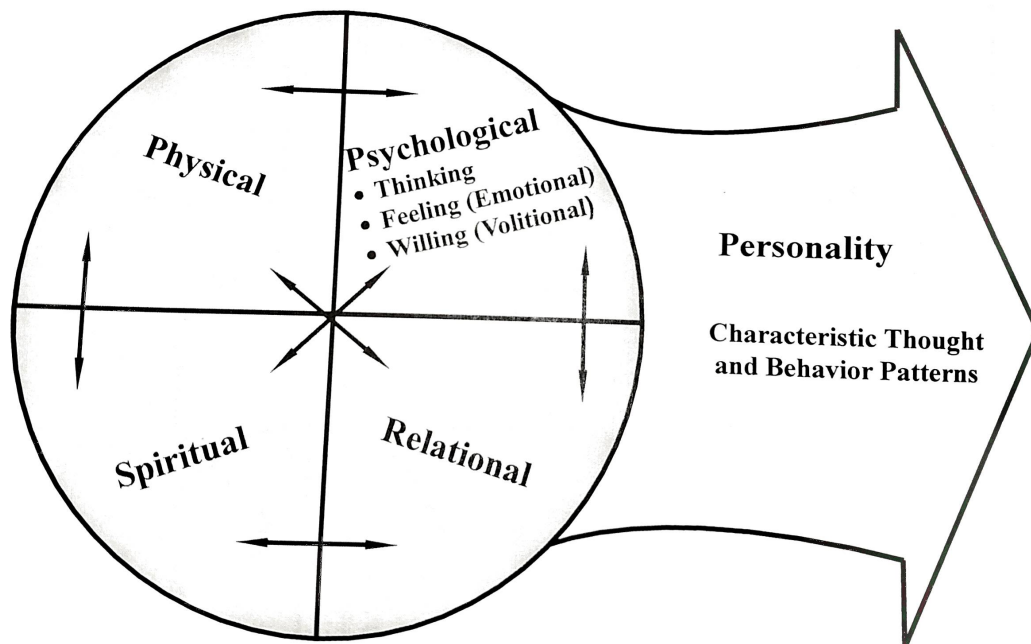


fig. 1 - The Personhood Circle<sup>7</sup>

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<sup>6</sup> Rozell, Jack. "Personhood Circle Model". Christian Counseling Training: Agapē Therapy, 6-9 October 2014, Mission Resource International Headquarters, Kirkland, WA.

<sup>7</sup> Rozell, Jack. "Personhood Circle Model". Christian Counseling Training: Agapē Therapy, 6-9 October 2014, Mission Resource International Headquarters, Kirkland, WA.

When a person is extremely emotionally drained, it impacts the spiritual, physical, and relational realms, prompting subtle changes in the personality. There is an imbalance that occurs, and the personhood is adversely disturbed.

Kelly and Michèle Lewis O'Donnell describe this disruption to the personhood as stress:

Stress is the response of the entire person to various internal and external demands (stressors). This definition assumes that stress will affect one's spirit, emotions, mind, and body. For example, a person may be experiencing self-doubt, grief, or physical illness (internal stressors) in conjunction with work pressures, financial difficulties, or friction with colleagues (external stressors). Put them all together and the result is the subjective experience of "stress." This may then manifest itself in physical problems such as insomnia, hypertension, and headaches, as well as irritability, depression, spiritual doubts, and apathy.<sup>8</sup>

### **Discussion:**

List some activities that are helpful or damaging to each dimension of your personhood:

Physical:

Spiritual:

Psychological:

Relational:

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<sup>8</sup> O'Donnell, Kelly and Michèle Lewis O'Donnell. "Understanding and Managing Stress", *Missionary Care: Counting the Cost for World Evangelism*, edited by Kelly O'Donnell, William Carey Library, 1992, 110-122. Print.

Describe a time in your life you felt extreme stress. How did it affect the other areas of your life? How did you recover?

How would you explain the interconnections between your physical, spiritual, psychological, and spiritual self?

How does being physically, spiritually, or psychologically tired affect your decision making and ability to deal with stress?

When you are absolutely spent, what are some activities you like to do to recharge and rejuvenate yourself?

How would you advise someone who is experiencing a deficiency in any of these areas?

***Pastors are pounded down, but they fight through it with perseverance and resilience - Isaac Hebden<sup>9</sup>***

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<sup>9</sup> Hebden, Isaac. Personal Interview. 3 May 2017.

**Operating from Acceptance-** Knowing that your identity is designed by God is a major foundation to accepting yourself as a person and child of God. Since God has created you with a purpose, and given you your identity, He accepts you as His creation. When we operate from this sense of acceptance, it sustains your status, which provides a sense of achievement.<sup>10</sup> Conversely, when you depend on achievement to set your status, your sustenance is only reinforced when you are winning, and your sense of acceptance varies based on the external conditions.

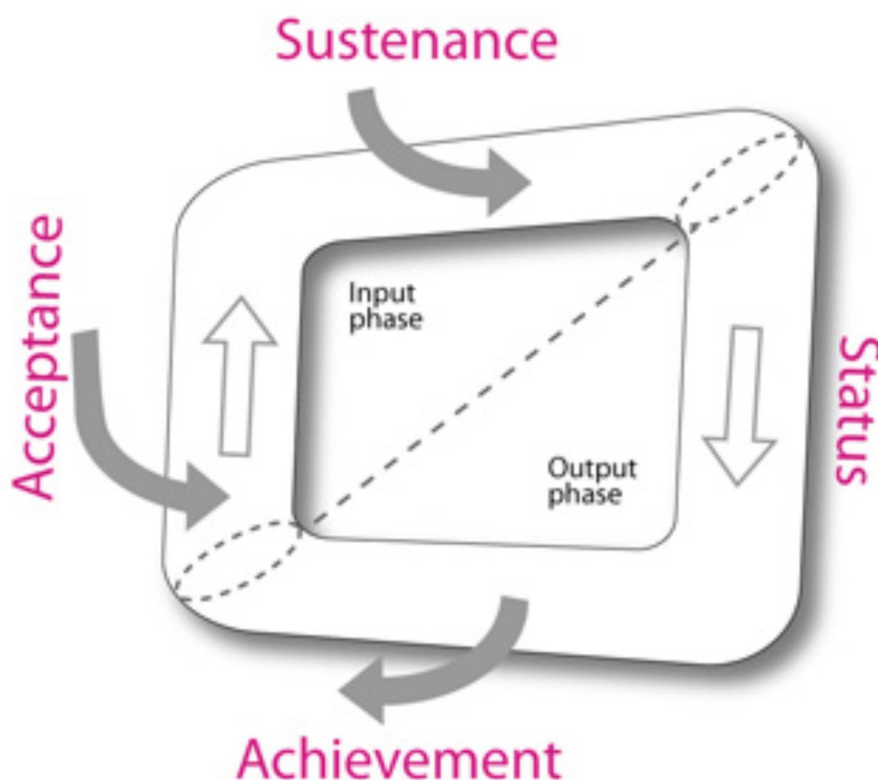


fig. 2 – The Dynamic Cycle of Acceptance<sup>11</sup>

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<sup>10</sup> Huggett, David and Joyce Huggett. *Jesus Christ: The Heart of Member Care*. Ed. Kelly O'Donnell, *Doing Member Care Well: Perspectives and Practices from Around the World*. Pasadena, CA: William Carey Library, 2002. 209-222. Print.

<sup>11</sup> Bridge Pastoral Foundation. "The Dynamic Cycle". 2011.

<http://www.bridgepastoral.org.uk/dynamic-cycle.htm>.

## **Discussion:**

How would your sense of acceptance change if it was based it on your ministry achievements? What is a healthy sense of acceptance?

How can you reinforce the sense of God's acceptance in your own life?

*It is by grace you have been saved through faith. And this is not of your own doing; it is the gift of God, not a result of works, so that no one may boast. For we are His workmanship, created in Christ Jesus for good works, which God prepared beforehand, that we should walk in them.*

*-Ephesians 2:8-10<sup>12</sup>*

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<sup>12</sup> English Standard Version of the Bible. Crossway Publishers. 2001. YouVersion. Web. <https://www.bible.com/bible/59/EPH.2.10.esv>

## ***Emotional Health***

The expectation is that a minister is taking care of themselves and knows the correct principles to relay to others.

***Self-care is more about our being than what we are doing. Finding value in times of quiet, rest, and having connection to loved ones is important to our emotional well-being, rather than finding value in our accomplishments and activity – Angie Shea<sup>13</sup>***

Peter Scazzero has developed several assessments to determine emotional health.

***As emotionally mature Christian adults, we recognize that loving well is the essence of true spirituality. This requires that we experience connection with God, with ourselves, and with other people***

***– Peter Scazzero<sup>14</sup>***

### **Exercise:**

Take the online Emotionally Healthy Spirituality assessment, <http://www.emotionallyhealthy.org/personalassessment/>.

Discuss the results with a close friend, mentor, or coach.

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<sup>13</sup> Shea, Angie. *Swallowed Up: Loving Others Without Losing Yourself*. WI Publish, 2016. Print.

<sup>14</sup> Scazzero, Peter. *Emotionally Healthy Spirituality: It's Impossible to Be Spiritually Mature While Remaining Spiritually Immature*. Grand Rapids, MI: Zondervan, 2006. Print.



**Discussion:**

What are the things you learned from accomplishing the Emotionally Healthy Assessment?

What are the areas where you are doing well and the ones that need improvement?

What steps can you take to improve in the needed areas?

How important is your spiritual and emotional health in your area of ministry and peer group?

Who can you identify as a mentor in your spiritual and emotional health?

**Sabbath Rest** is part of establishing an emotionally and spiritually healthy lifestyle. It is not doing nothing or sitting on the couch all day. Sabbath rest is an intentional restraint from paid or unpaid work. It is recreation and rejuvenation. It could be taking in nature, driving nowhere in particular, relating with loved ones, and especially time including God.

*Sabbath rest is a departure from... emotional, liturgical, and economic [systems]. It is an act of trust... An act of submission... Sabbath is a practical divestment, so that neighborly engagement, rather than production and consumption, defines our lives – Walter Brueggemann<sup>15</sup>*

**Biblical Meditation** is another facet of emotional and spiritual health. Biblical meditation is taking pause from activity, and contemplating all that God has for you from His Word, the Bible.

The steps of Biblical Meditation<sup>16</sup> include:

- **Triggerize:** going to this process, rather than a poor coping mechanism. It can also be a reminder from an object, event, or sensation that reminds the person of a Biblical principle.
- **Memorize:** letting the Bible sink in, remembering pertinent verses to be used in time of need or stress.
- **Visualize:** setting up a word picture to better remember the principle

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<sup>15</sup> Brueggemann, Walter. *Sabbath as Resistance: Saying NO to the Culture of Now*. Louisville, KY: Westminster John Knox Press, 2014. Print.

<sup>16</sup> Rozell, Jack. "Biblical Meditation". Christian Counseling Training: Agapē Therapy, 6-9 October 2014, Mission Resource International Headquarters, Kirkland, WA.

- **Personalize:** put one's self in the picture, make it personal to them
- **Harmonize:** offering different expressions (singing, speaking, poetical, etc.) and adding other verses for a fuller perception

One example would be learning to trigger to Psalm 23 when you are having a stressful and taxing day. Most likely you can quote the six verses from memory. As you recite the passage from memory, visualize a scene of green pastures, calm waters, and everything you need. Personalizing is putting yourself in the picture; seeing yourself as one of God's sheep, laying on a bed for rest, being led through turmoil, and being fed in the presence of your enemies. Harmonizing the scene is linking a passage like Isaiah 40:29-31,

He gives strength to faint, and to him who has no might he increases strength. Even youths shall faint and be weary, and young men shall fall exhausted; but they who wait for the Lord shall renew their strength; they shall mount up with wings like eagles; they shall run and not be weary; they shall walk and not faint.<sup>17</sup>

### **Discussion:**

How do you see Biblical Meditation differing from other forms of mediation?

Describe how you express rest and Biblical Meditation?

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<sup>17</sup> English Standard Version of the Bible. Crossway Publishers. 2001. YouVersion. Web. <https://www.bible.com/bible/59/ISA.40.ESV>

How would you encourage others to express Sabbath rest and Biblical meditation on a regular basis?

When would you recommend professional help to someone who is experiencing burnout, stress, or depression?

How would an understanding of Maslow's Hierarchy of Needs be of help for someone experiencing burnout or depression?

**Additional Reading:**

Improving Your Serve by Chuck Swindoll

Ministry Burnout by John A. Sanford

Sabbath as Resistance by Walter Brueggemann

The Rest of God by Mark Buchanan

**Perseverance** is another vital, personal trait needed in cross cultural work and ministry.

Relationship is the motivation, vehicle, and method by which ministry or care is accomplished. It is outwardly focused from self. Establishing relationship is sometimes very difficult and draining, especially in a new culture, or one outside your normal experiences. Creating an environment for relationship while accomplishing the tasks at hand and the overall mission requires perseverance and clear vision. Ironically, it is good relationships that can help a minister persevere.

***Our patterns of thinking, feeling, and potential actions are learned throughout a person's lifetime. [A person] must unlearn these patterns before new ones before being able to learn something different, and unlearning is more difficult than learning for the first time.***

**-Geert Hofstede, Gert Jan Hofstede, and Michael Minkov<sup>18</sup>**

Perseverance is not so much the ability to press through the difficult times, but rather the ability to focus on the right things when the times are tough.

***Care is founded on the biblical command to love one another and on the ethical sense of duty to help vulnerable people, it is believing our relationship with God upholds us through our life, and it involves the trans-cultural practice of fervently loving one another***

**-Kelly O'Donnell<sup>19</sup>**

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<sup>18</sup> Hofstede, Geert, et al. *Cultures and Organizations, Software of the Mind, Intercultural Cooperation and Its Importance for Survival*. third. McGraw-Hill Books, 2010. Print.

<sup>19</sup> O'Donnell, Kelly, editor. *Global Member Care: The Pearls and Perils of Good Practice*. one. Pasadena, CA: William Carey Library, 2011. Print. three.

***Ministry, like what we do, is often overlooked, as people quickly forget who helped them or who prayed for them, and they often resist the help when they need it most***      ***-Jim Neilsen<sup>20</sup>***

Many caregivers experience ministry overload; they feel overlooked, forgotten, and even unacknowledged. Many operate in obscurity. Some have found the blessing that resides there. However, when doubts of calling and purpose creep in, it may indicate one's focus is not on serving others or giving care in a healthy manner. One pastor revealed: his college years taught him how things were "supposed" to be. His pastoring years showed how differently things can turn out. He had learned faith as a system, and when he became disillusioned by the system, he became agnostic.<sup>21</sup>

If you are preparing to go into missional work, start by laying out criteria to discover a full understanding of the expectations. According to one source, these items should include, but are not limited to: proper motivation, evidence of a calling, good relationships with others, stress management and coping skills, professional skills and training, acceptance of humanness, and additionally as a Christian, understanding of the born-again experience, knowledge of the Bible, and missiological training for the family<sup>22</sup>

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<sup>20</sup> Neilsen, Jim. Personal Interviews. 2001-2007.

<sup>21</sup> Ulstein, Stefan. *Pastors Off the Record: Straight Talk About Life in The Ministry*. Downers Grove, IL: InterVarsity Press, 1993. Print.

<sup>22</sup> Ekström, Bertil. The Selection Process and Issue of Attrition: Perspective of the New Sending Countries. Ed. William Taylor. *Too Valuable to Lose: Exploring the Causes and Cures of Missionary Attrition*. Pasadena, CA: William Carey Library, 1997. pp 183-193. Print.

*Since we are surrounded by so great a cloud of witnesses, let us also lay aside every weight, and sin which clings so closely, and let us run with endurance the race that is set before us. – Hebrews 12:1<sup>23</sup>*

## **Discussion**

What actions can you take to bolster your perseverance?

How do you see resilience working with perseverance?

*If you had known before you said yes, you never would have come. But you did come, and it's rough – Blaine Allen<sup>24</sup>*

## **Additional Reading**

*Before You Quit* by Blaine Allen

*BiVo* by Hugh Halter

*Doing Church as a Team* by Wayne Cordeiro

*Rhythm* by Patrick Thean

*The 5 Choices* by Kory Kogon, Adam Merrill, and Leena Rinne

*The Core Values Handbook* by Lynn Ellsworth Taylor

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<sup>23</sup> English Standard Version of the Bible. Crossway Publishers. 2001. YouVersion. Web. <https://www.bible.com/bible/59/HEB.12.esv>

<sup>24</sup> Allen, Blaine. *Before You Quit: When Ministry Is Not What You Thought*. Grand Rapids, MI: Kregel Publications, 2001. Print.

**Coping Skills** - Life is full of ups and downs, ebbs and flows, adventures and challenges. Stress happens. But just as a kite needs tension to stay aloft. We need stress, or resistance, to bring strength and life. However, according to Linda Lantieri, "When stress is chronic, it is difficult for the body to cope. As a result, stress overload can lead to stress-related illness"<sup>25</sup>.

For sake of discussion, a **coping skill** is a positive and proactive response to experiencing stress. It is a strength builder and not an escape. Usually physical activity, play, rest, or fellowship are considered coping skills. A **coping mechanism** is an agent used to dull the pain experienced in stress. Some might call it a medication. Drugs, alcohol, food, and pornography are poor ways to deal with stress because the relief is temporary, they do not move a person toward resolution, and they each bring additional consequences. An **addiction** is a coping mechanism that has been abused. Joyce Meyer writes, "an addiction tricks the mind into thinking the body needs a drug to relieve pressure, pain, or discomfort"<sup>26</sup>.

In the kite analogy, there is a few options for an anchor point:

- A. If a coping mechanism or addiction is chosen as an anchoring point. The stresses of life, external circumstances, and associated consequences will create a series of reactions, driving the person like a kite without a string.
- B. If God is the chosen anchor point, the person can hover in the tension and is strengthened in the process. Like a string that tightens and releases the tension to keep the kite aloft, God controls the external stressors.
- C. If a person chooses to avoid tension all together, they are like a kite on the ground, lifeless and lame.

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<sup>25</sup> Lantieri, Linda. *Building Emotional Intelligence: Techniques to Cultivate Inner Strength in Children*. kindle. Boulder, CO: Sounds True, Inc., 2008. Print.

<sup>26</sup> Meyer, Joyce. *Approval Addiction: Overcoming Your Need to Please Everyone*. first. New York, NY: Warner Faith, Hachette Book Group, 2005. Print.



Research indicates family and community support act as antidotes for stress. Emotional care, comfort, love and affection, encouragement, advice, companionship, and tangible aid can be expressed through friends and family members<sup>27</sup>

**Discussion:**

What brings tension in your life, where is your anchor point, and how do you know you have had enough?

What is the difference between a coping skill, a coping mechanism, and an addiction? How do you see these working in your life?

**NOTE:** If you have an addiction, poor coping mechanisms, or a life controlling habit, please find help before you set out in any missional work. Your symptoms will increase and may disqualify you from doing the work you desire.

What are some negative indicators of a person's health?

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<sup>27</sup> Figley, Charles, ed. *Compassion Fatigue: Coping with Secondary Traumatic Stress Disorder in Those Who Treat the Traumatized*. Kindle. New York, NY: Routledge, 1995. Kindle.

Making a name for one's self, or selfish ambition, is also considered a negative trait for someone in ministry.

How would you describe "selfish ambition"?

What advice would you share with a person who expresses selfish ambition?

Framing negative experiences in a positive light could establish a goal to accomplish or an action to avoid, bring some encouragement in a low period, and possibly add joy to life. Set-backs can be viewed as lessons.

Do you have regrets?

What can you learn from your mistakes?

How might you share a positive side of disappointment with someone in ministry?

Wayne Cordeiro shares what he did wrong during his burnout experience in his book, *Leading on Empty*, but ends his book with this encouragement:

Your past may be filled with trophies or checkered with failure, but in either case, evaluate what you can yet improve on and what you can still accomplish. Imagine what would excite you and awaken you each morning. What cadence and what pace will help you attain and maintain joy?...Through the vale of burnout, find out who you are. Surrender. Because when you do, your best days will await your arrival.<sup>28</sup>

### **Additional Reading:**

*Attachments* by Tim Clinton

*Approval Addiction* by Joyce Meyer

*At the Altar of Sexual Idolatry* by Steven Gallagher

*Building Emotional Intelligence* by Linda Lantieri

*BiVo* by Hugh Halter

*Celebrate Recovery* by John Baker

*Compassion Fatigue* Edited by Charles Figley

*Inside Job* by Stephen W. Smith

*Pure Desire: The Seven Pillars of Freedom* by Ted Roberts

*The Brain and Emotional Intelligence: New Insights* by Daniel Goleman

*The Genesis Process: A Relapse Prevention Workbook for*

*Addictive/Compulsive Behaviors* by Michael Dye and Patricia Fancher

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<sup>28</sup> Cordeiro, Wayne. *Leading on Empty: Refilling Your Tank and Renewing Your Passion*. Minneapolis, MN: Bethany House, 2009. Kindle.

***Depression and Burnout*** - could be viewed as life lessons and positive events that indicate our limits. They may be signs that a person is doing too much, trying too hard, operating outside of their values or core identity, and that they require rest. Charles Figley cites the definition of burnout as “a state of physical, emotional and mental exhaustion caused by long term involvement in emotionally demanding situations”<sup>29</sup>

***Depression could be the hand of a friend, pressing us down to the ground on which it is safe to stand, rather than an enemy trying to crush us.***

***Parker J. Palmer***<sup>30</sup>

Rest and Biblical Meditation help a person to center themselves on the things that are truly important and recover from burnout and stress. However, corrective steps should be assessed to relieve the persistent stressors. When activities center around the mission and core identity, that person is recharged and the symptoms of depression can be reversed.

***Resilience is not only about responding to shock and stress but also about learning and continuing to adapt and grow because of the experience***

**-Judith Rodin**<sup>31</sup>

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<sup>29</sup> Figley, Charles, ed. *Compassion Fatigue: Coping with Secondary Traumatic Stress Disorder in Those Who Treat the Traumatized*. kindle. New York, NY: Routledge, 1995.

<sup>30</sup> Palmer, Parker J. *Let Your Life Speak: Listening for the Voice of Vocation*. San Francisco, CA: Jossey-Bass, 2000. Print

<sup>31</sup> Rodin, Judith. *The Resilience Dividend: Being Strong in a World Where Things Go Wrong*. New York, NY: PublicAffairs, 2014. Print.

## Discussion:

If you have dealt with bouts of depression or burnout in your life, how did you recover?

When would you suggest someone finding professional help for burnout and depression?

## Additional Reading:

*Compassion Fatigue* edited by Charles Figley

*Created for Purpose* by Ron Post

*Daily Discipleship* by LeRoy Eims

*Keeping Off the Casualty List* by Leroy Eims

*Living into Focus* by Arthur Boers

*Maslach Burnout Inventory (MBI)* by Maslach and Jackson

*Ministry Burnout* by John A. Sanford

*Ordering Your Private World* by Gordon MacDonald

***Jesus does not look at the events of our times as a series of incidents and accidents that have little to do with us – Henri Nouwen<sup>32</sup>***

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<sup>32</sup> Nouwen, Henri. *Here and Now: Living in the Spirit*. New York, NY: The Crossroad Publishing Company. 1994. Print.

# SOWING PERSONAL DISCIPLINES

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*Now in my dream I watched Christian press forward on his journey but not alone. For now, he was joined by another pilgrim by the name Hopeful. -John Bunyan<sup>33</sup>*

From here, the perspective of this conversation begins to move from inward and self, to the immediate relationships around you. The analogy of a sower represents someone who plants love and respect in an intentional manner. If one plants hate and discontent, then discord will be the result unless drastic measures are taken to counter act the process. A person's core community will be the first to experience, and reflect, what we sow.

This core community represents family, teammates, and very close friends.

In the allegory *Pilgrim's Progress*, the main character, Christian, is rarely alone in his journey. While the story tells of his inward changes, it is the relationships that help shape his attitudes and outlooks. Just like Christian, you are not alone. Your close relationships change how you perceive the world around you and how you relate to the people.

Your relationships are the vehicles by which you accomplish ministry.

A healthy team member contributes to a healthy team.

In this section, the tools to be presented are cultural competence, a personal history timeline, relationships, personal boundaries, assertive, communication, and conflict resolution. These tools will help create trusting relationships for your support and personal health.

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<sup>33</sup> Bunyan, John. *The Pilgrim's Progress: An Allegory*. New York, NY: Rand, McNally & Company. Print.

## ***Cultural Competence***

Because ministry can happen anywhere, and you are in a hub of world activity, the possibility of meeting someone from another culture is high. Establishing courteous and respectful relationships is necessary to accomplish ministry across cultural expectations. You do not have to do everything right, but you do need to be aware of mistakes and humble about apologizing for them.

Gaining competence in a new culture is easy peasy... right? What does that even mean? How would that translate to someone who does not understand our colloquialism? Indeed, cultural competence may be harder than we think.

***Competent interpersonal communication is a worthy and often elusive goal. -Myron Lustig and Jolene Koester<sup>34</sup>***

If you are going to a new country, you can study up on the people and area. What is their culture? What are some basic courtesies? What should not be done? What do they eat? How do they eat? How do they relate within and between genders? But as they come to you, there may be cultural and personal prejudices.

***In social disgust, stigmatized groups are pushed out of the moral circle.***

**-Richard Beck<sup>35</sup>**

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<sup>34</sup> Lustig, Myron and Jolene Koester. *Intercultural Competence: Interpersonal Communication Across Cultures*. 4<sup>th</sup>. Pearson Education, Inc.: Boston, MA. 2003. Print.

<sup>35</sup> Beck, Richard. *Unclean: Meditations on Purity, Hospitality, and Mortality*. Eugene, OR: Cascade Books, 2011. Print.

During your discussion, take some time to consider your cultural competence. Building competence in yourself helps to bridge several intercultural voids. LeRoy Johnston Jr. suggests self-competence is built in the cross-cultural worker by

1. Obeying God's call
2. Persevering with God
3. Trusting in God
4. Marinating in God's perspective
5. Growing through testing<sup>36</sup>

A missionary, or minister, is not the same as being a tourist, and having them come to you, adds a different component to the scene. Pressing through difficulties is the key to flexibility. God's plan overshadows our immediate comforts. God can see the whole story, He knows how it will turn out. Growth is a constant process, we build strength as we feel resistance.

In her book, *The Spirit Catches You and You Fall Down*, Anne Fadiman relays a story of cultures clashing together. One culture is centered around the patient, Lia Lee, a Hmong toddler who experiences seizures and convulsions. Lia lives with her parents who were relocated to central California, USA from Laos. The other culture is the medical community who is responsible to give health care to Lia. One doctor who attempts to bridge the cultural gap is Neil Ernst, who in the words of Fadiman, "It would've gone completely against his grain to apply two different standards of care to his patients: a higher one for the Americans, and a lower one for the Hmong"<sup>37</sup>.

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<sup>36</sup> Johnston, LeRoy. "Core Issues in Missionary Life". Ed. Kelly O'Donnell, *Missionary Care: Counting the Cost for World Evangelization*. Pasadena, CA: William Carey Library, 1992. 37-45. Print.

<sup>37</sup>Fadiman, Anne. *The Spirit Catches You and You Fall Down: A Hmong Child, Her American Doctors, and the Collision of Two Cultures*. New York, NY: Farrar, Strauss, and Giroux, 1997. Print.



The standard of cultural competence we need to demonstrate as ministers of God's message does not differentiate between castes or class of people. However, we may not always know how to act in every situation. In those cases, seek to be kind, learn as much as you can, and smile a lot.

*We are imperfect individuals giving care to others who are broken*

*-Larry Steller<sup>38</sup>*

### **Discussion:**

How would you grow in cultural competence?

What methods are available to research a new culture? What if someone from another culture meets you on the street, how would you show respect for them?

Why would it be important to someone else that you have attempted to learn about their culture? How would that make a difference in your ministry influence?

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<sup>38</sup> Steller, Larry. Personal Interviews. 5 July 2016 and 28 July 2016.

**Your Timeline** (personal history)- When you look at your past, you can identify specific milestones, events, people, and role-models that shaped you and your experiences. Your experiences and the people prepare you for the future. Your personal history has created a filter for your cultural outlook. As you develop a timeline of your personal history, you will see who has poured into your life, what events have shaped your perspectives, and the milestones that represent achievement.

One tool that can be adapted to include positive events and role models is the Loss History Graph

([http://test.ncdjjdp.org/community\\_programs/gsm/hate/lossgraph.pdf](http://test.ncdjjdp.org/community_programs/gsm/hate/lossgraph.pdf))

**Exercise:** POST-IT note timeline.

On the top-left corner of a large poster, write your date of birth. Along the top, place colored post-it notes signifying major events and people in your life. When you reach the right side, start a new line to continue your timeline. The post-it note colors represent the categories of your life: role models, influencers, milestones, achievements, and major events. List every event/ person you can think of. The negative events may remind you of pain and discomfort. The negative role models taught you how NOT to do something.



fig. 3 Personal History Timeline

## Discussion:

Now that you can see some of the events of your life on the chart, what are some major shaping events, choices, and life-changing experiences that have Who are some major influencers in your life? What lessons do you remember from their life?

How can you identify negative trends and habits in your life from your timeline? Can you undo the habits or thoughts that shape your thinking?

*Erase memory and you wash away the blood from the perpetrator's hands, you undo the done deed, make it disappear from history...  
Forgetfulness is damnation; memory is redemption*

*- Miroslav Volf<sup>39</sup>*

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<sup>39</sup> Volf, Miroslav. *Exclusion and Embrace: A Theological Exploration of Identity, Otherness, and Reconciliation*. Nashville, TN: Abingdon Press, 1996. Print.

**Relationships** are vital to self-care and ministry. Instead of describing what makes up a good relationship, it might be easier to talk about the strains of relationships, then create plans to remedy the shortcomings and defend against future strains.

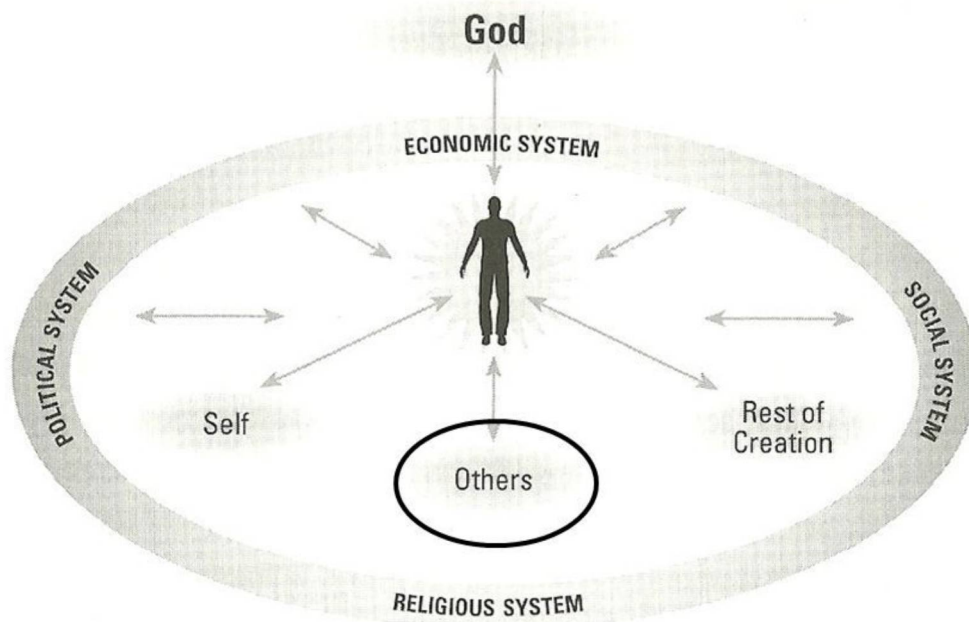


Figure 4 – A Relational Understanding of Poverty<sup>40</sup>

**YOU ARE THE CENTER OF THE UNIVERSE!** At least for this example.

In figure 4, the original context described poverty as broken relationships. If you were to apply that thinking to ministry, you can see there are several bridges that need to be built. The person at the center has only the ability to control their self. They cannot change others, their spouse, the boss, their kids, or their environment. Their actions are the only thing they can change. The sense of being right affects relationships by asserting one's self over the needs of another. Inviting relationship puts their rights above yours.

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<sup>40</sup> Myers, Bryant L. *Walking with the Poor: Principles and Practices of Transformational Development*. second. Maryknoll, NY: Orbis Books, 2011. Print.

*Our inner value is anchored in spiritual things and cannot be shaken by life or external circumstances, like prison camp life – Viktor Frankl<sup>41</sup>*

**Discussion:**

What happens when a piece of land or a person is over used and abused? How does that translate to people being over used?

How do broken relationships affect how we accomplish our work or ministry?

How would you advise someone to restore a relationship? What if one party does not want to reconcile?

How does one's need to be right, distress a relationship? Describe a time when one needs to assert their "rightness":

*Would you rather be right, or be in relationship? – Gary Hebden<sup>42</sup>*

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<sup>41</sup> Frankl, Viktor. *Man's Search for Meaning*. sixth. Boston, MA: Beacon Press, 2014. Print

<sup>42</sup> Hebden, Gary. Personal Interview. 2 May 2017.

***Personal Boundaries*** - Setting personal boundaries in every relationship will improve self-health. Setting boundaries is clearly stating the difference between what is your responsibility and what is theirs. A healthy person only takes responsibility for things within their realm. Conflict can be reduced by letting them take responsibility for their stuff, and you taking responsibility for only your stuff.

Personal boundaries work wherever you are. Knowing who you are, what you are to do, and how to filter the extraneous is important in any relationship, especially cross culturally.

There are many who do not understand their identity, calling, or boundaries, which invites stress, struggle, and frustration to themselves and to their team. There are stories of some who have sensationalized the thought of being a missionary. They have taken off to be in the field without being fully prepared for the experience. They have returned home before expected, they are disappointed, and they are resentful against anything to do with the ministry. Taking on responsibility for things that are not in your realm can be taxing and overwhelming.

Personal boundaries are like a fence, with a gate. There are times you cross into someone else's area, or they come in yours, but trust is the name of the gate. If trust is broken, then the fence is not effective.

***People with poor boundaries struggle with saying NO to the control, pressure, demands, and sometime the real needs of others. They feel that if they say NO to someone, they will endanger their relationship with that person, so they passively comply but inwardly resent.***

***- Henry Cloud and John Townsend<sup>43</sup>***

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<sup>43</sup> Cloud, Henry, and John Townsend. *Boundaries: When to Say Yes, When to Say No, to Take Control of Your Life*. Grand Rapids, MI: Zondervan, 1992. Print.

**Discussion:**

Connecting the two thoughts, broken relationships and personal boundaries, if someone is offended, what responsibility do you have to restore the broken relationship? Why would it matter in terms of ministry?

How do you determine the appropriate behavior in a difference of opinion? How does your culture and expectations change your behavior? What do boundaries look like with your boss or parents?

What do you see as the benefit of knowing your identity, your personhood balance, your sense of achievement, setting your priorities, and your personal boundaries to operate in different cultures?

**Additional Reading:**

*Boundaries* by Henry Cloud and John Townsend

*Swallowed Up* by Angie Shea

## ***Communication in Conflict***

These next three tools work well together: I-statements (assertiveness), Speaker-Listener, and 10-steps to conflict resolution.<sup>44</sup>

### **I-Statements**

**I feel...**

**When...**

**Next time, I would like...**

The I-Statement avoids “you” and takes ownership of feelings and actions. An accusation may lead to further loud and useless conversations, where the I-Statement reduces tension and invites resolution. The I-Statement helps a person be assertive, by clearly stating what they want, and taking responsibility for their feelings.

**The Speaker-Listener** model, the speaker states their request/concern using I-Statements. Then the listener summarizes the request/or concern without defense or justification to ensure proper understanding of the concern, request, and desired outcome.

***Interdependence—it is where healthy, fulfilling lives, and relationships operate at their highest potential – Angie Shea<sup>45</sup>***

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<sup>44</sup> Prepare-Enrich Couples Work Book. [https://www.prepare-enrich.com/webapp/pe/bookstore/template/PEMainSiteBookStore.vm;pc=1493520519061?emb\\_org\\_id=BNG4EVR&emb\\_sch\\_id=0&emb\\_lng\\_code=ENGLISH&#menu\\_item](https://www.prepare-enrich.com/webapp/pe/bookstore/template/PEMainSiteBookStore.vm;pc=1493520519061?emb_org_id=BNG4EVR&emb_sch_id=0&emb_lng_code=ENGLISH&#menu_item)

<sup>45</sup> Shea, Angie. *Swallowed Up: Loving Others Without Losing Yourself*. WI Publish, 2016. Print.



The Speaker-Listener model allows one issue to be worked at a time, and ensure understanding of the issue. The speaker holds the floor until the listeners and the speaker agree to a common understanding. Resolutions can be pursued once an agreement has been reached on what the issue is.

**The 10-step Conflict Resolution** uses similar tactics as the I-Statements and the Speaker-Listener models with some extra steps.

1. Set a time and place for the discussion
2. Use the speaker listener model to define the problem (one per session)
3. List ways you each contribute to the problem:
  - a. Partner a:
  - b. Partner b:
4. List past attempts to resolve the issue that were not successful:
5. Brainstorm 10 new ideas for options (no judging or criticizing, and yes, 10!)
6. Discuss and evaluate each of the 10 suggestions for possible solutions
7. Agree on one to try. Set a time limit for the trial
8. Agree how each partner will work toward the resolution
9. Set a time to reassess your progress
10. Reward each other for progress.

**Discussion:**

How can you utilize the I-Statements, Speaker-Listener, and 10-Step Conflict Resolution Models in your ministry? Home? Other situations?

Practice the I-Statements, Speaker-Listener, and 10-Step Conflict Resolution Models with a colleague or family member.

## **Additional Reading:**

*DISC Personality Test* at <http://www.free-disc-profile.com/>

*Myers-Briggs Type Indicator* at <http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>

*Solving the People Puzzle* by Walk Thru the Bible, The Bible Ministries Inc.

*Wired That Way* by Marita and Florence Littauer

***Our Human selves are imbedded in relationships, finding their fullest meaning in just and harmonious relationships or losing meaning and worth when these relationships do not work – Bryant Myers<sup>46</sup>***

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<sup>46</sup> Myers, Bryant L. *Walking with the Poor: Principles and Practices of Transformational Development*. second. Maryknoll, NY: Orbis Books, 2011. Print.

# REAPING INFLUENCE TO SERVE

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*When we intentionally come alongside people in authentic relationships, our lives soon become transparent. We can't hide our disappointments and joys, our failures and celebrations...[we] are never asked to be perfect, but [we] are called to be authentic – Bill Mowry<sup>47</sup>*

Taking one more step outside of yourself, this section moves into skills needed when interacting with others. Here, you begin to understand how to gain influence with others, exude some leadership through influence, manage time, and set priorities based on what you value.

The person in this section is beginning to interact with others as a peer and as an influencer. They are serving others by hearing more than the words that are spoken, living according to value-based priorities, and developing a sense of team. The tools covered in this section are: listening deeply, budgeting time, establishing priorities, the action cycle, identifying personalities, and delegation.

*Listening and asking questions of interest is a gift we can give to people who are processing life. By slowing down and answering their questions, we can in turn, ask them questions to help them discover what is good or better, what they may be missing, connecting them to the goodness of God, and possibly, impacting the lives of others – Steven Diehl<sup>48</sup>*

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<sup>47</sup> Mowry, Bill. *The Ways of the Alongsider: Growing Disciples Life to Life*. second. Colorado Springs, CO: NavPress, 2016. kindle

<sup>48</sup> Diehl, Steven. *Alongsider Coaching: The Art of Walking Alongside*. USA: DD Publications, 2012. Print.

*Listening Deeply* is truly an art in this fast-paced world we live in. Hearing what people say, listening to their heart, and filtering the noise that is going on. Showing interest in the person, being interested in what they are interested in, and showing concern for their situation.

Ting is the Chinese symbol for listening. It is made from four other characters:



You – the focus is not me

Ear – the primary tool

Eyes – nonverbal clues and undivided attention

Heart – we are open to them emotionally<sup>49</sup>

Fig. 5 - Ting<sup>50</sup>

*A natural servant automatically responds to any problem by listening first -Robert Greenleaf<sup>51</sup>*

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<sup>49</sup> Maxwell, John C. *The 5 Levels of Leadership: Proven Steps to Maximize Your Potential*. first. New York, NY: Center Street, 2011. Print

<sup>50</sup> Maxwell, John C. *The 5 Levels of Leadership: Proven Steps to Maximize Your Potential*. first. New York, NY: Center Street, 2011. Print

<sup>51</sup> Greenleaf, Robert K. *Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness*. Mahwah, NJ: Paulist Press, 1977. Print

Listening is used by some life-coaches to help others. Coaches use active listening techniques such as parroting, paraphrasing, or repeating key words to clarify ideas, gain insights, or lead a conversation to a discovery point.

***Coaches do not listen to solve problems. Instead, they listen to mirror back thoughts and insights to the person being coached***

***-Chris Blumhofer<sup>52</sup>***

Empathy is deeper listening. It shares the feelings of others. It is used often the accomplishment of ministry and it is more draining than listening.

***Empathy is sharing the emotions of others; halving the sorrow and doubling the joy – Jim Hoggatt<sup>53</sup>***

Empathy is a connection that goes beyond basic, professional, or casual relationships. It helps calm chaotic circumstances, focus attention on the task, leader, or needs, and soothe anxiety.

***[Empathy is] an understanding and insightful friend who understands Biblical truth, reminds people of Jesus, and instills hope***

***- Jeremy Pierre and Mark Shaw<sup>54</sup>***

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<sup>52</sup> Blumhofer, Chris. "The Coaching Approach to Care: Rather Than Giving Answers, Try Teaching Skills" Christianity Today International/Leadership Journal Summer 2008, n.p.

<sup>53</sup> Hoggatt, Jim. Personal Interview. 8 March 2017.

<sup>54</sup> Pierre, Jeremy and Mark Shaw, "The Nature of the Biblical Counseling Relationship", *Christ-Centered Biblical Counseling: Changing Lives with God's Unchangeless Truth*. Ed. James MacDonald, Bob Kelleman, and Steve Viars, Eugene, OR: Harvest House Publishers, 2013. pp. 309-323. Print.

The ministry of presence is an even deeper connection. It is being fully aware of the weight of the emotion and strain of another. It is quiet, but powerful. Without a word, you can see the strength return to another person. It is an accumulative drain on the caregiver. Many caregivers plan a specific time of rejuvenation after a session where they have utilized this tool.

***I believe in being fully present, that means you should be with the person you are with. When I am talking to you, I try and keep focused only on what is going on between us. I am not thinking about something we said last week, or what is coming up on Friday; I am talking to you, I am thinking about you – Morrie Schwartz<sup>55</sup>***

Ministry of presence is more than just sitting with someone in awkward silence. It is engaging with a person who hurts. As a leader, it shows others your depth of care for them.

***[Blessed Teresa] recognized the that the hurried pace of modern life left people starving for love because everybody is in such a great rush... she saw spiritual poverty in many people who longed for relational connectedness that would speak to their loneliness and emptiness.***

***-Daniel Groody<sup>56</sup>***

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<sup>55</sup> Albom, Mitch. *Tuesdays with Morrie: An Old Man, a Young Man, and Life's Greatest Lessons*. Kindle. Crown Publishing Group, 2007. Print.

<sup>56</sup> Groody, Daniel. *Globalization, Spirituality, and Justice: Navigating the Path to Peace*. second. New York, NY: Orbis Books, 2015. Print.

## Discussion:

When would the skills of listening, empathy, and presence be necessary? Describe a scenario from a setting of working with a team member or team leader.

When listening, how would you utilize ting? (listening, you, ears, eyes, and heart)

*More and more, the desire grows in me simply to walk around, greet people, enter their homes, sit on their doorsteps, play ball, throw water, and be known as someone who wants to live with them. It is a privilege to have the time to practice this simple ministry of presence. Still, it is not as simple as it seems. My own desire to be useful, to do something significant, or to be part of some impressive project is so strong that soon my time is taken up by meetings, conferences, study groups, and workshops that prevent me from walking the streets. It is difficult not to have plans, not to organize people around an urgent cause, and not to feel that you are working directly for social progress. But I wonder more and more if the first thing shouldn't be to know people by name, to eat and drink with them, to listen to their stories and tell your own, and to let them know with words, handshakes, and hugs that you do not simply like them, but truly love them*

*-Henri Nouwen<sup>57</sup>*

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<sup>57</sup> each thought captive (BLOG). *Henri Nouwen and the Ministry of Presence*. <https://takingeachthoughtcaptive.wordpress.com/2014/03/04/henri-nouwen-and-the-ministry-of-presence/amp/>.

### ***Creating a Time Budget:***

You get 24 hours in a day. Tomorrow, you get a whole new set of 24 hours. No carry overs, just 24 hours for each day. Understanding your capacity and saving some margin is part of planning.

***When I am slipping into disorganization, I know it because my desk takes on a cluttered appearance, my car becomes dirty inside and out, and in my self-esteem, I feel the slightest tinge of paranoia...that I am not half the man they thought I was. There are forgotten appointments, telephone messages and missed deadlines. – Gordon MacDonald<sup>58</sup>***

Just like balancing your bank account, a time budget shows just how much time is spent, and how much is available.

***A proactive person is the one who correctly prioritizes their activities and filters their distractions – Dr. Wayne Goodall<sup>59</sup>***

To create a basic budget, think about the things that take your time: sleep, work, commuting, exercise, meetings, etc. List everything you want to do, everything you need to do, and the things that take your time. Now begin to filter the list by your priorities, things you value, and the necessary things; you will see your time fills up quickly.

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<sup>58</sup> MacDonald, Gordon. *Ordering Your Private World*. 3rd, kindle ed. Nashville, TN: Thomas Nelson, Inc., 2003.

<sup>59</sup> Goodall, Wayne. "Budgeting Your Time". Oregon Ministry Network Intermission Conference, 04 February 2013. Shilo Inn and Conference Center, Seaside, OR, Keynote address.



Remember, there are only 24 hours in a day, 7 days per week, and only 52 weeks per year.

There are several variations to this exercise.

One is called the Time Wheel. Draw a circle with 24 slices, as you list a priority activity, determine how much time it will take, and color in the appropriate number of slices. When the wheel is all colored in, you're out of time. You then get to figure out which items get shuffled in and out.

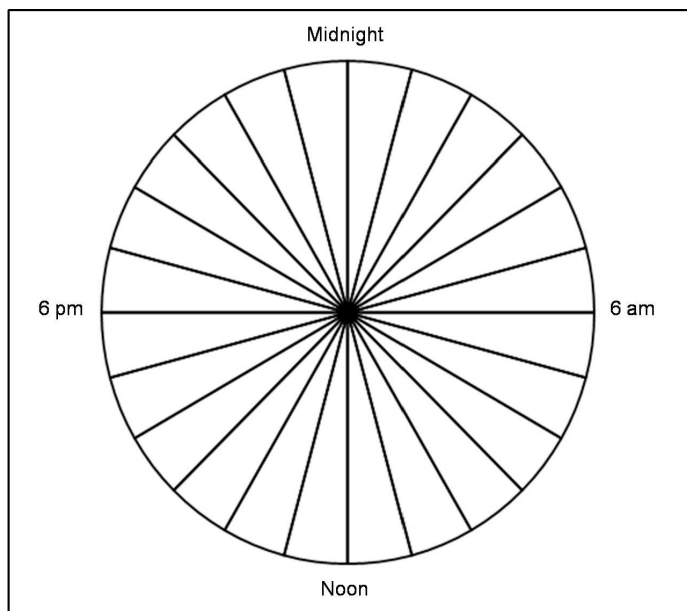


fig. 6 – The Time Wheel<sup>60</sup>

Another way to approach this exercise, is to map out a week on a graph. Filling in the blocks of time that you know will be busy. If you have multiple family members, you can assign a color to each member and create a work of art with the various colors and time blocks. This is also helpful in coordinating locations, rides, and events.

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<sup>60</sup>Marriage Friendly Communities of Teen-Aid. “Time Wheel”.  
[www.marriagefriendlycommunities.org](http://www.marriagefriendlycommunities.org)

## **Discussion:**

How do you track your time usage? What tools do you use?

What do you do when you need more time? What do you do when you got a big project coming up, a deadline, or too much going on?

How do you tell you are getting disorganized or on the ragged edge of too busy? What do you do to find your balance?

*Guilt is a cruel taskmaster always demanding we do more.*

*– Sarita Hartz<sup>61</sup>*

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<sup>61</sup> Hartz, Sarita. *Letting Go of the Missionary Guilt Complex*. Blog. 16 March. 2016. <http://www.saritahartz.com/letting-go-of-the-missionary-guilt-complex/>

**Establishing Priorities** – When life is out of congruence with personal values or core identity, it can cause extra strain and eventually lead to depression if not relieved. Setting priorities based on your values helps us to operate in our DESIGN and to carry out our life mission, while keeping congruence in life.

Limiting Distraction, Waste, and Crisis is the premise behind Stephen Covey's book and workshops called, *The Seven Habits of Highly Effective People*. He encourages people to be proactive with important, but not urgent activities in their schedules



fig. 7 – Franklin-Covey's Time Matrix<sup>62</sup>

<sup>62</sup>Kogon, Kory, Adam Merrill, and Leena Rinne. *The 5 Choices: The Path to Extraordinary Productivity*. New York, NY: Simon & Schuster, 2015. Print.

Like the Time Budget, establishing priorities is based on your values and the roles you fill.

The Q2 filter is the combination of important but not urgent tasks and is where a person excels in productivity. The Q2 filter asks, when receiving emails, phone calls, appointment requests, or assignments: IS IT IMPORTANT (does it fit in my ROLES and move me toward my GOALS)?

If yes: Act on it by setting an appointment, making a task, or filing it correctly.

If no: trash it, delegate it, or let it go.

### **Exercise: ROLES and GOALS.**

List the ROLES you hold in this current season of life (spouse, parent, child, project manager, leader, supervisor, employee, student, etc.):

*NOTE:* Start with one or two roles at first. This exercise is easy to get overwhelmed, take your time. Take breaks when needed. It is not a race to complete, but you will reap the rewards as you apply the principles.

List the GOALS you have for each role (What would you like to be remembered for?):

Write an activity statement for each ROLE and GOAL-

As a (**ROLE**), I will (**GOAL**), by doing (**activity**)<sup>63</sup>.

An example would be: As a HUSBAND, I will SPEND QUALITY TIME WITH MY WIFE, by doing A WHOLE DAY DEDICATED TO WHAT SHE WANTS.

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<sup>63</sup>Kogon, Kory, Adam Merrill, and Leena Rinne. *The 5 Choices: The Path to Extraordinary Productivity*. New York, NY: Simon & Schuster, 2015. Print.

The things you value will be showing up in the ROLES and GOALS list, which becomes your filter for your activities and requests. Some ROLES may have more than one goal. And your goals are grounded on what you can do, or influence others to do. Be careful not to establish your success on the results that depend on someone else.

Some people use S.M.A.R.T. (Specific, Measurable, Attainable, Relevant, and Time-based) steps to strengthen their accountability on their goals. A S.M.A.R.T. step looks like: I will lose 10- pounds in 10 weeks, or, I will exercise 30 minutes a day, 5 days a week. But remember, the steps are not the focus, the focus is the goal, or outcome, for that role.

As you become more familiar with this tool, you will see its application reaching into many areas of your life, family, and team. It will become easier. Distractions will be filtered, you will become more efficient and relaxed

***One of the most common mistakes people make in their spiritual lives is to focus on the steps to spiritual growth rather than on the outcomes of spiritual growth... The mistake is assuming that if two people follow the same steps, pattern, or procedures, they will produce the same outcomes in their lives. – Albert Winseman, Donald Clifton, and Curt Liesveld<sup>64</sup>***

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<sup>64</sup> Winseman, Albert L., Donald Clifton, and Curt Liesveld. *Living Your Strengths*. New York, NY: Gallup Press, 2004. Print.

**The Action Cycle** - This tool is more of a reminder. The Action Cycle consists of Choosing, Acting, and Reflecting. When you choose an option, act on it, give it some time to work, and reflect on what needs to improve or change. The cycle repeats. The interesting thing about this cycle, it has multiple entry points. As you carry out the routines of your day (act), reflect on the success or failures, and choose to improve. Or, in a time of reflection, choose a good option and act on it.



fig. 8 - The Action Cycle<sup>65</sup>

### Discussion

How would you describe your schedule with your holistic health in mind (including physical, psychological, spiritual, and relational)?

Using the Action Cycle, how would you determine the best schedule of activity and mission for you and your team?

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<sup>65</sup> The PiEd Pyper: Education to a different tune. The Action Cycle.  
<https://piedpyper.wordpress.com/category/action/>

What needs to change, start, stop, or be replaced, when it comes to schedule commitments related to the bigger vision?

How long would you suggest waiting in the reflection stage?

What is your trigger to start the action phase?

*We value measurement of outcomes, but most important to us is helping people move along in their lives and move out of their difficult situation*

*-Cynthia Gair*

**Personalities-** Understanding individual team members, their personalities, and experiences, is important to know how they fit with the rest of the team, the organization’s mission, and the community in which we serve.

The **Myers-Briggs Type Indicator** (MBTI) uses four psychological categories for people to understand their energy, perceptions, judgments, and actions. There are 16 distinctive personality types that can be the result<sup>66</sup>:

	SENSING		FEELING		
INTROVERT	ISTJ	ISFJ	INFJ	INTJ	JUDGE
	ISTP	ISFP	INFP	INTP	PERCEIVING
EXTROVERT	ESTP	ESFP	ENFP	ENTP	
	ESTJ	ESFJ	ENFJ	ENTJ	JUDGE
	THINK	FEELING		THINK	

Fig. 9 – Myers-Briggs Type Indicator Combinations

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<sup>66</sup> Myers-Briggs Type Indicator. <http://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>



An assessment can be accessed online at: <https://www.mbtionline.com>

The Myers-Briggs assessment is used to help determine preferences and team fit of an individual. There are no wrong answers. The results provide an indication of how you interact with the world around you, how you take in information, how you make decisions, and how you deal with the outside world.

There are 16 combinations available made from the following options:

Are you an introvert or extrovert?

Do you receive information (sensing) or see patterns (intuition)?

Are you objective (thinking) or subjective (feeling)?

Are you more structured (judging) or flexible (Perceiving)?

The results are unique and personal to you.

As a team mate, you can see how to interact with co-workers and leadership.

As a team leader, you can see how to interact with your team, as well as seeing who will respond best to various assignments and situations.

***They first got the right people on the bus, the wrong people off the bus, and the right people in the right seats – and then they figured out where to drive it. – Jim Collins<sup>67</sup>***

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<sup>67</sup> Collins, Jim. *Good to Great: Why Some Companies Make the Leap... and Others Don't*. New York, NY: HarperCollins Publishers Inc., 2001. Print.

## THE DISC Test:

The DISC assessment leads a person to discover their behavioral trends and those around them. This is also an indication of personality type, for use as a tool to develop relationships and team fit. There are no wrong answers for the assessment either.

This assessment can be found online at: <http://www.free-disc-profile.com/>

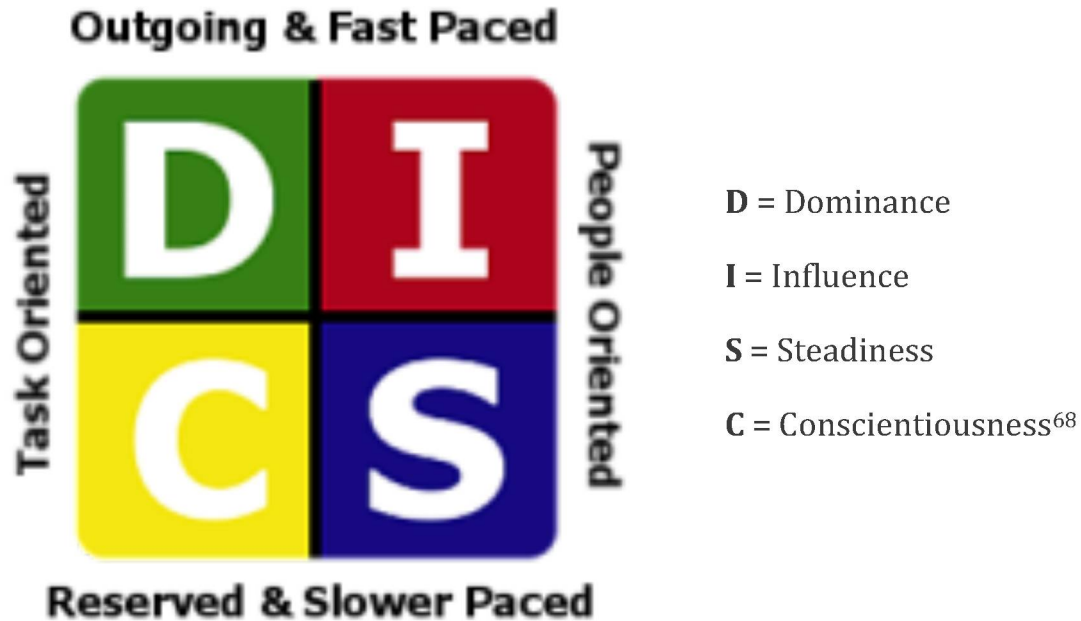


Fig. 10 – Disc Profile Model<sup>69</sup>

Other assessments are available to determine spiritual gifting, temperament under pressure, burnout scale, etc. Based on your team needs and personal style.

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<sup>68</sup> Kinney, James (editor). *Build Stronger Relationships by Solving the People Puzzle*. Atlanta, GA: Walk Thru The Bible Ministries, Inc., 1999. Print

<sup>69</sup> DISC Personality Testing. <http://www.free-disc-profile.com/>

## Discussion:

Why would it be important to understand your team's personality and temperament?

With the brief overview of the two assessments (Myers-Briggs and DiSC), where would you say you land? What about each of your teammates?

Ask several people to confirm your findings, record their observations to help determine a true fit for your temperament.

How would you serve/lead the various personality types?

Now, imagine you are a ministry leader at Avatar, and a new family arrives. How quickly can you use these tools to establish a friendly connection to the local people?

***The art of connecting people's genius to opportunities that allow them to be used at their highest point of contribution is a natural but deliberate management approach – Liz Wiseman and Greg McKeown<sup>70</sup>***

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<sup>70</sup> Wiseman, Liz, and Greg McKeown. *Multipliers: How the Best Leaders Make Everyone Smarter*. New York, NY: HarperCollins Publishers Inc., 2010. Print.

**Delegation** – It sounds simple. Just let it go. Tell someone to do something, and it is their responsibility... right?

***People and organizations don't grow much without delegation and completed staff work, because they are confined to the capacities of the boss and reflect both personal strengths and weaknesses***

**-Stephen Covey<sup>71</sup>**

Delegating tasks is more than simply farming out labor. When you learn to delegate the responsibility, you empower a person, and may end up with a better result than you could've on your own. Delegation brings out the best in others. It motivates the team in the long term and produces better individual team members.

**Discussion:**

What have you learned about delegation from your role models (positive or negative)?

***Therefore brothers, pick out from among you seven good men of good repute, full of the Holy Spirit and of wisdom, whom we will appoint to this duty – Acts 6:3<sup>72</sup>***

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<sup>71</sup>Maxwell, John C. *The 5 Levels of Leadership: Proven Steps to Maximize Your Potential*. first. New York, NY: Center Street, 2011. Print

<sup>72</sup> English Standard Version of the Bible. Crossway Publishers. 2001. YouVersion. Web. <https://www.bible.com/bible/59/ACT.6.esv>

# SERVING LEADERS FOR THE NEXT SEASON

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*Leadership is like parenting, it does not mean that we have arrived, it simply means the work has begun. Leading is unrewarding, difficult, painful, and it is work – Max DePree<sup>73</sup>*

This section uses all the tools talked about so far with the perspective of serving as a team leader. You will use these tools to lead yourself and others. You will be an effective leader when you see your team members as people with desires, lives, and goals like you, and not as objects to manipulate to accomplish a task. The tools in this section will develop your team members, ministry vision, and strategy. The tools are: a life plan, planning get-a-ways, and vision casting

*I saw others as less than they were – as objects with needs and desires somehow less legitimate than mine. I was self-deceived. – Bud Jefferson<sup>74</sup>*

Leadership in ministry is different than you are probably expecting. It is not being in a position, getting your own way, or directing others around an objective.

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<sup>73</sup> DePree, Max. *Leadership Jazz: The Art of Conducting Leadership Through Leadership, Followership, Teamwork, Touch, and Voice*. New York, NY: Dell Publishing, 1992. Print.

<sup>74</sup> The Arbinger Institute. *Leadership and Self-Deception: Getting Out of the Box*. Second. San Francisco, CA: Berrett-Koehler Publishers, Inc., 2010. Print.

It is more about serving and inspiring others to be the best version of themselves, about working together to get a job done, and helping others prepare for life. Being a servant as a leader is not a new concept in ministry. We have several good examples from the Bible, and in life.

***The final test of a leader is that he leaves behind him in other men the convictions and the will to carry on. – Walter Lippman<sup>75</sup>***

At this point, you can probably identify when you are showing signs of feeling down or being over whelmed. You might even be able to see when a team member is expressing signs of needing a break. You are becoming attentive to your team’s physical, emotional/mental, spiritual, and relational health and well-being. You can offer observations of imbalance, and suggest simple remedies for recovery.

Leaders fill many roles and fall in several categories. One leadership group serves missionaries and international aid workers wherever they happen to be. These leaders give what is known as member care. That is, they give care to the members on a ministry team through the tools discussed in this guide. What they do is considered leadership because of the influence they carry through relationship. The leaders in member care listen well, but speak up with well-timed advice, challenges, and observations.

***Member care is as much about comfort as it is about challenge***

***- Kelly O’Donnell<sup>76</sup>***

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<sup>75</sup> Maxwell, John C. *The 5 Levels of Leadership: Proven Steps to Maximize Your Potential*. first. New York, NY: Center Street, 2011. Print

<sup>76</sup> O’Donnell, Kelly. “Going Global: A Member Care Model for Best Practice”, *Doing Member Care Well: Perspectives and Practices from Around the World*. Ed. Kelly O’Donnell, Pasadena, CA: William Carey Library, 2002. pp. 13-22. Print.

True leadership is an outward expression of healthy self-care. It is accomplished through a network of team members who demonstrate healthy self-care as they serve others. It happens wherever they are. The concepts are universal, yet very localized. Influence is shared within small groups and one-on-one sessions, all over the world. In this description, member care is both local and global at the same time.

Encouragement, insight, and coaching are part of the leadership in member care. You can encourage someone in their efforts as well as invest in them to train, equip, and empower someone else. However, the responsibility to apply these principles lies with that individual. Your personal boundaries help you to establish criteria to know if you are helping, or enabling another.

***The loving thing to do is to allow them to feel the burden of their choice in hopes that it will trigger positive change***

***- Steve Corbett and Brian Fikkert<sup>77</sup>***

***The awareness of diverse needs of missionaries has increased, a call for tremendous improvement in member care has prompted mission-sending agencies to take more responsibility for the physical and psychological needs of their missionaries over the last 20 years***

***-C.A. Camp (et al.)<sup>78</sup>***

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<sup>77</sup> Corbett, Steve and Brian Fikkert. *When Helping Hurts: How to Alleviate Poverty without Hurting the Poor and Yourself*. Second. Chicago, IL: Moody Publishers, 2012. Kindle

<sup>78</sup> Camp, C.A., et al. "Missionary Perspectives on the Effectiveness of Current Member Care Practices." *JOURNAL of PSYCHOLOGY and THEOLOGY* 42.4 (2014): 359-368. Print

You can probably see a close parallel between missionaries and ministry leaders. A lot of work goes into preparing both to do their work. You may also realize that good methods may not always give the desired result. You cannot get too wrapped up in immediate, or obvious, results. Do what you know to do, the fruits of your labor may not come until you are gone.

***So neither he who plants nor he who waters is anything, but only God who gives the growth – 1 Corinthians 3:7<sup>79</sup>***

### ***Team Development***

Preparation for ministry is difficult, especially in a country far from home. Developing others is daunting, cumbersome, and frustrating; but extremely important and valuable. As a leader, you must be attentive to the needs of the members on your team, as well as their well-being. If you push them too hard, they might become discouraged. If you do not give enough challenge, they might get bored and leave the mission to be a tourist. Either way, you need to find the balance of challenge and comfort.

Be assertive. Say what you need. Own your feelings. Be responsible for your stuff, let go of the responsibility for the rest. Operate on a schedule. Feel free to be on and off shift. But, also be flexible to opportunities and leave room for emergencies.

The stages of team development are generally as follows:

Forming - get together and establishing relationships

Storming – figuring out values, boundaries, and respect

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<sup>79</sup> English Standard Version of the Bible. Crossway Publishers. 2001. YouVersion. <https://www.bible.com/bible/59/1CO.3.esv>



Norming – settling down and establishing operating agreements

Performing - this is where things get done

Adjourning – there is a season for everything.

**Life Plan** – This is a tool that collects your roles, goals, vision, and ministry goals. It works first on who you are and what is important to you. From there, you will write down how your ministry flows from the things you value and some of the strategies to accomplish your goals.

***A life plan helps you to know why you need goals before getting caught up in how you are going to accomplish them. – Darren Hardy<sup>80</sup>***

Knowing where you are going helps to get there. By writing it down, you can see how you are doing and if you need to make changes. It also helps to share the vision you have with others.

A life plan utilizes our ROLES and GOALS (remember that exercise?). Once you identify the roles you have, and the goals you want to accomplish in each role, you will begin to combine your time budget, priorities, and action cycle on a personal level. Once you have an idea of who you are, then you can help your team figure their stuff out, and then you can work together as a team toward your mission and strategies. But that's jumping ahead.

What goes into a life plan? The answers come from your dreams and goals. Do you want to learn a new skill in your business? Do you want to pay-off

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<sup>80</sup> Hardy, Darren. *Design Your Best Year Ever: A Proven Formula for Achieving Big Goals*. Lake Dallas, TX: SUCCESS Media, 2008. pdf.

some loans? Do you want to tone up and be less flabby? Do you want to read more? Do you want to spend more time with your family?

All of those are great goals, but something has got to give. You cannot do it all. At least not all at once. A life plan helps you sort it all out. And do what needs to be done at that time.

At first, pick one area of life to identify and work on. As you get proficient in that area, add another area. Eventually, you will be maintaining your goals like a boss, and adding a new goal will not be a big deal at all.

***We are in a much better position to serve others when our basic spiritual, emotional, and physical needs are met – Michael Hyatt<sup>81</sup>***

One Life Plan tool is by Michael Hyatt. His guide walks you through creating a plan, reviewing it weekly with a coach, staying on track with your goals, and inviting others to help your accountability. His material can be found at: <https://michaelhyatt.com/life-plan-overview>.

### **Exercise:**

Pick an area of your life, like your faith. (repeat the steps for each area you choose). Ask yourself, how do you want to be remembered in that area? What is important to you about your faith?

From these questions, develop a purpose statement. This helps you remember the importance of your faith when things begin to crowd out your schedule and push the goals to a lower priority.

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<sup>81</sup> Hyatt, Michael. *Creating Your Personal Life Plan*. <https://michaelhyatt.com/life-plan-overview>

Now you can develop S.M.A.R.T. steps to determine what you will do intentionally to ensure the outcome of this goal over time.

Remember, the outcome is more important than the steps.

As you learned in the establishing priorities exercise, filtering activities by what is important to you helps to focus on what is important, not getting distracted with urgent or unimportant things.

**Discussion:**

How do you want to be remembered? Are you willing to take the steps to make it happen?

How does a life plan help you keep your priorities a priority?

What does your situation look like in five years from now? (this is not asking for a hard and fast plan, it is merely a reminder that life changes, and we will be more mature in the future)

How can your team be more effective, if everyone had a life plan?

***Planning Rhythm*** – Planning requires time. You need to learn to balance planning time with production time. To find balance, you need to find your rhythm.

This is a relatively simple tool that requires more commitment than effort. Planning rhythm utilizes a THINK, PLAN, DO cycle; it is like the action cycle.

THINK – is a strategic dreaming session to dream big

PLAN – is a refocusing session to plan the logistics of the dream

DO – is the actual working sessions<sup>82</sup>

Based on your rhythm, you and your leadership team will get together for a two-day off-site session. The first day is spent THINK-ing. The second day is spent PLAN-ing.

One company uses quarterly THINK/PLAN meetings. Every quarter they take a week to refocus their efforts. They setup the DO-ing phase as a 13-week phase where the plans are carried out. They assess their progress at about week 6 or 7 to adjust for the final half of the quarter.

A pastor utilizes weekend retreats throughout the year to accomplish the THINK/PLAN sessions. Since he is in a small church, it is just him on the planning rhythm get-away. He shares the big vision with the volunteer staff over individual meals and conversation.

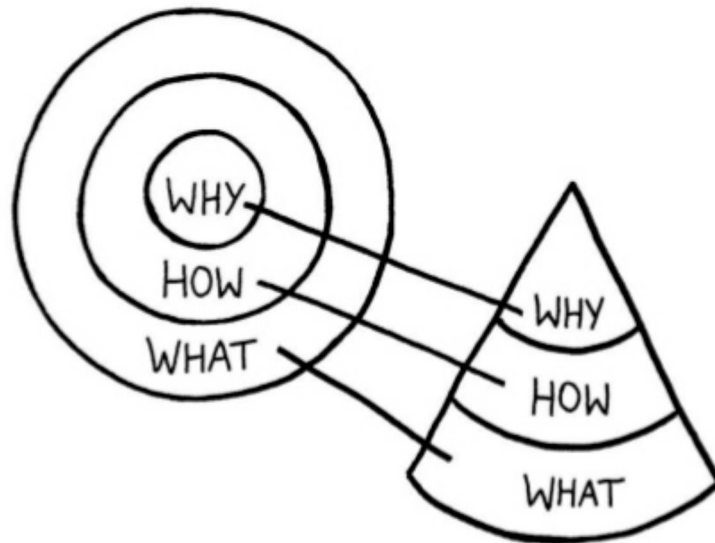
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<sup>82</sup> Thean, Patrick. *Rhythm: How to Achieve Breakthrough Execution and Accelerate Growth*. Austin, TX: Greenleaf Book Group Press, 2014. Print

**Vision Casting** – it is almost as simple as answering WHY you want to do something.

**Knowing WHY we do things will determine HOW we accomplish WHAT we want done -Simon Sinek<sup>83</sup>**

## The Golden Circle + Cone



© 2012 Simon Sinek, Inc.

fig. 13 – Starting with Why<sup>84</sup>

Simon Sinek describes setting an organization's vision from first understanding WHY they do what they do. The cone shape represents the single point of responsibility, usually, the CEO who determines the WHY of the organization. The next level represents the leadership staff, who define

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<sup>83</sup> Sinek, Simon. *Start With WHY: How Great Leaders Inspire Everyone to Take Action*. New York, NY: Portfolio/Penguin, 2009. Print.

<sup>84</sup> Sinek, Simon. *Start With WHY: How Great Leaders Inspire Everyone to Take Action*. New York, NY: Portfolio/Penguin, 2009. Print.

HOW the organization will bring the WHY to pass. The bottom layer is the tangible work, the results, it is the WHAT the organization accomplishes. The WHY casts the vision for HOW the WHAT gets accomplished.

**Discussion:**

Do you have a life plan? How useful is it in your day-to day life?

How well do you maintain a planning rhythm get-away for you? And your team?

How well have you articulated WHY, HOW, and WHAT you do?

Are there other tools you utilize? Would you share them?

***The things we share in our world are far more valuable than those things that divide us. – Donald Williams<sup>85</sup>***

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<sup>85</sup> Groody, Daniel. *Globalization, Spirituality, and Justice: Navigating the Path to Peace*. second. New York, NY: Orbis Books, 2015. Print.

## **Additional Reading:**

*Alongsider Coaching* by Steven Diehl

*Courageous Leadership* by Bill Hybels

*Creating Your Personal Life Plan* by Michael Hyatt

*Design Your Best Year Ever* by Darren Hardy

*Rhythm* by Patrick Thean

The Navigators Church Discipleships Ministry

*The Ways of the Alongsider* by Bill Mowry

*The 5 Levels of Leadership* by John Maxwell

*Visioneering* by Andy Stanley

***Every person's situation is unique. You need to figure out what strategy will work for you. How might you lessen your fear of being judged? How might you better understand the things that hold you back? How might you experiment with different approaches? -Tom and David Kelley<sup>86</sup>***

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<sup>86</sup> Kelley, Tom, and David Kelley. *Creative Confidence: Unleashing the Creative Potential Within Us All*. first. New York, NY: Crown Publishing Group, 2013. Print.

# LIFE LESSONS

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*Knowing the tips won't, as I said, solve the problems. None of this will work unless you make it your habitual practice. -Howard Becker<sup>87</sup>*

In this section, scenarios will be presented to spark some thought and discussion with your coach, mentor, or team. There are no answers, but the resources will be listed if you want more information.

## ***Pastors Off the Record: Straight Talk about Life in the Ministry -Stephan Ulstein***

In the discussion of perseverance, a story was presented about a pastor who learned how ministry “should” be from school, and how differently reality was.

How many times have you experienced a similar reality check?

How do you work through and deal with changes in expectations?

How many changes can you handle at once?

When changes come, where do you find solace and rejuvenation?

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<sup>87</sup> Becker, Howard S. *Writing for Social Sciences: How to Start and Finish Your Thesis, Book, or Article*. Second. Chicago, IL: The University of Chicago Press, 2007. Print.



***Intercultural Competence: Interpersonal Communication Across Cultures***  
**-Myron W. Lustig and Jolene Koester**

In the Cultural Competence discussion, the introduction to a new culture was presented. As you imagine the conversation when you first meet someone, there is a flow of the dialogue, from greeting and introduction, to the purpose of your visit, the weather, your background, your interests, common plans, and finally, the closure.

There are some cultures that differ in organization, sequence, topics, and time given to each topic.

What are some things to be aware of when you meet someone for the first time? What if the conversation includes the following?

Two men:

A woman and a man:

Two women:

What if the conversation occurs:

In church?

At work?

In the marketplace?

***Helping Without Hurting in Church Benevolence: A Practical Guide to Walking with Low-Income People – Steve Corbett and Brian Fikkert***

Adapted from the scenario section in their book:

SHERRY: you meet Sherry, who is holding the hand of her little boy. She lives in the apartment complex down the street. She has a welt on her cheek and the beginnings of a black eye. She says her husband is on one of his drunken rages. She is very afraid and wonders how you can help.

While this is a bit outside the scope of what we talked about in this guide, it is a situation you could face.

What does help look like to Sherry? What more information do you need to find out?

Is there a report that you are required to file? If so, who are the authorities to notify? And, is there a time limit?

What responsibility does Sherry have in this situation?

What are her next steps? What are your next steps?

## *Group's Emergency Response Handbook for Small Group Leaders –*

There are several topics and discussions in this series of books.

You're headed to an appointment with someone who just admitted they have an addiction. They are a volunteer staff member with you.

How do you prepare for this kind of conversation? Do you treat them any different than a regular church member?

What do you say to the idea that each addiction is different? What if you are accused of never experiencing the addiction they have?

How do you get to the root of the problem?

How do you deal with the restoration of the person? And, regarding the ministry position?

What are some things you need to ask? What do you need to say? What do you need to NOT say? Do you need to report the situation to your leadership?

Resources:

[www.celebraterecovery.com](http://www.celebraterecovery.com)

[www.puredesire.com](http://www.puredesire.com)

[www.covenanteyes.com](http://www.covenanteyes.com)

[www.xxxchurch.com](http://www.xxxchurch.com)

***Too Valuable to Lose: Exploring the Causes and Cures of Missionary Attrition***- Edited by William D. Taylor

Article: ***What About the Missionary Kids and Attrition?*** - David Pollock

Avatar has many visitors from around the world. Most of them are doing some sort of work in Mumbai. Some of them have brought their families.

How do you initiate relationship with the kids?

What do you know of Missionary Kids (MKs) and Third-Culture Kids (TCKs)? How do they develop in community? Where/How do they fit?

Where is “home” for them? How do you link their experiences between there and here?

What does support look like?

***Missionary Care: Counting the Cost for World Evangelism-* edited by Kelly O'Donnell**

Article: ***Ethical Concerns in Providing Member Care Services-* Kelly O'Donnell and Michèle Lewis O'Donnell**

The services of ministry and care are vital. The methods of delivering those services are equally important. Ethics are methods within standards that promote responsible care. Conversely, unethical methods would be damaging and disrespectful to the client receiving care, as well as the team, or sending organization.

Case-studies are a valuable tool to explore ethical principles (organizational responsibility, confidentiality, counselor/consultant competence, testing instruments, and personal values/legal standards). Discuss these elements from a case study:

A married volunteer for a European mission agency is expressing signs of depression.

The volunteer's supervisor suggests to the volunteer's spouse to take some time off to recuperate.

A counselor with the European mission agency advises the volunteer to contact a mission leader who just moved into the area.

What are the:

Organizational responsibilities for Avatar?

Concerns for confidentiality?

Demonstrated personal values or legal standards?

# AFTERWORD

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*The process of bringing new life and vigor to an individual, organization, or a community after it has been through a disruption, crisis, or disaster.*

*Revitalization goes beyond bouncing forward. It suggests that natural systems surge toward greater robustness than ever, that infrastructure performs to high expectations, that communities gain strength, people are energized, identity is enriched, and shared vision takes shape.*

- *Judith Rodin*<sup>88</sup>

It is my hope to encourage you and offer some steps for your development in in life and ministry. Some of these exercises require deep thinking, reflection, and hard examination. I can tell you, many people do not spend the time to do this, they settle for being good enough or just about right. However, if you spend time in working through the difficult processes, they will prove to be of some benefit and increase your effectiveness. They have for me.

*Look at the systems around you, work on identifying the intricacies, the interactions, and the complexities of each system. As you define what goes on around you, without making it about you or what you do, you will become a more efficient leader. –Michael Gerlicher*<sup>89</sup>

If you have feedback, please send your comments and suggestions to [LooksLikeCoffee.info@gmail.com](mailto:LooksLikeCoffee.info@gmail.com).

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<sup>88</sup> Rodin, Judith. *The Resilience Dividend: Being Strong in a World Where Things Go Wrong*. New York, NY: PublicAffairs, 2014. Print.

<sup>89</sup> Gerlicher, Michael. Personal Interview. 24 April 2017