

**Extended Edition**

**“REFLECTION”**  
on the  
**LAY PASTORS**  
**MINISTRY**



**BYEONGCHEA SEO**

Reflection on the Lay Pastors Ministry

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**Reflection on the  
Lay Pastors Ministry  
with  
PACE**

*New Paradigm  
of Ministry for Today*

**Extended Edition**

Byeong chea Seo

## CONGRATULATION!

Dear Byeong,

Congratulations on your book, *Reflection on the Lay Pastors Ministry* and leadership in making the School which will be vital to authentic, quality, and effective Ministry of Lay Pastoral Care into the future of the churches in Nagaland India.

God will bless you for the strenuous effort you are giving to this project! However, as we leaders of Christian ministry know, it takes more to do God's work than our "strenuous effort." Jesus puts this way, "Apart from me you can do nothing" (John 15:5). He also said, "It is the Father, living in me who am doing his work." Somehow, in the mystery of God, His Son, and His Spirit...the triune God...with and in us, we are able to get His work done.

That's what you are participating in, God's work. God has a lot to say to us who do his work about perseverance...(1) "You need to persevere so that when you have done the will of God, you will receive what he has promised" (Heb. 10:36); (2) "By faith Moses. . . persevered because he saw him who is invisible" (Heb. 10:22, 27); (3) "...let us run with perseverance the race marked out for us" (Heb. 12:1). One more..."Make every effort to add to your faith. . .perseverance..." (II Pet. 1:5-6).

If you ever get exhausted, tired or even discouraged, I have been faced with those negatives for the years I led the LPMI from in just our church in Cincinnati, Ohio. My strength is Psalm 1:3, "Whatever he does prospers." Simple! Our job is to do the works; God's job is to make it prosper. Whatever it is you are doing, the end result will prove God's formula works!

I am very interested in what you have written book for I know God will prosper it.

Dr. Melvin J. Steinbron  
Founder Lay Pastors Ministry, Incorporated (LPMI) USA

## **ACKNOWLEDGEMENT**

I feel very much indebted to express my deep and sincere thanks to God and a number of people who encouraged me and assisted me in the writing of this book.

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This book was written as a reflection of Lay Pastors Ministry in Korea and other countries last 15 years, so thanks for our lovely staffs of Lay Pastors Ministry Institute Korea.

And my deepest gratitude goes to for men: Dr. Melvin J. Steinbron, the founder of LPMI USA, and to academic advisors: John Morgan, President of Foundation(U.S.A), Dr. Vincent Strudwick, Professor of Oxford(U.K), Dr. Paul Stuehrenberg, Professor of Yale Divinity for accepting me to study and research at those Institutions.

Finally, I give thanks to God for the principal of PIS Aloto Anche who is hard working for leading and managing the school for now, and helped to publish this book in Nagaland India and also three people those who sent me wonderful articles to put into Appendix.

Byeong Chea Seo (Ph.D)  
Founding President of PACE International Seminary (PIS)  
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## **PREFACE FOR EXTENDED EDITION**

At the between and end of each section, I have added a few pages of insights and stories that I hope will add texture and help you better apply to the Lay Pastors Ministry in your churches.

Since I have written the book (first edition, 2017), many things have changed and upgraded in my life and also in my ministry, which is to make Melvin University in Kenya Africa (2021), so I retrospect all the way from the beginning July 1999 to up to now. So I tried to put updated experiences.

I hope you find the insights I have included throughout this Extended Edition to be helpful.

July 2024

Dr. Byeongchea Seo  
Founding president of Melvin University

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## Chapter 1

### **What is Lay Pastors Ministry?**

What is the Lay Pastors Ministry? This is the system of congregational care by lay people. This concept is in the Melvin's PACE Training Manual. In the introduction part, it says like that. It means this is not a program but a kind of a system. What does that mean? Once we say system, we may recall a few things, but easily we might think of a computer system. When we talk about computers, we know how it works. Once we push the start button, our computer is on. That is the SYSTEM. This ministry is just like that. What and who does, and when and how it works. Church ministry should be like that. Pastor alone, laypeople alone could not do that. If we look at the Bible it says that we are one body, one church, also one God which means the leader has to think how his act, his talk will be effective to the lay people. If they have a caring heart, it goes to them directly; if they don't have the mindset, then lay people know that.

Lay people also need to know their church is the system, which their act will be effective to their peers directly. So the Bible says each one is the part of the whole body; hands, eyes, and so on. As we see computers, every single part of our body, that is, every single of our members are connected directly and indirectly. That's why Professor Paul Stevens stressed that to see the Pastor as a system leader. In his book, *The Equipping Pastor*, he explained more in detail.

Lay Pastors Ministry is also the brand of this ministry. First they, LPMI USA, put the name in the beginning, 'Lay Pastoral Care Ministry' which means this ministry is done by lay people and it is on the pastoral care, but later on they changed the name to Lay Pastors Ministry

(called LPM), which means Lay Pastors are doing this Ministry, its core ministry is PACE; Prayer, Available, Contact, and Example. They focused on the person Lay Pastors. Why people are the most important to start and to do ministry. Job is less important, and a person is more important. Jim Collins says if we are thinking of doing something we have to collect the right people first. Of course it's not easy to get the right people, but we know what that means.

Why do we need people first in front door. Mostly churches think ministry or program first. Then they recruit people to slot it. In this case it mostly failed, because that was not our choice but someone else's choice. So they do some but mostly became passive style. If they chose it themselves, they will put all of their energy there, but in case of someone's choice they don't think they have ownership.

Ownership in any ministry is very important. Today we call autonomy. Daniel H. Pink wrote about this in his book, *Drive* (2009) in details. He mentioned there three type of motivations; *Carrot & Stick* (Motivation 1.0), *Empowerment* (2.0), and *Autonomy* (3.0)

Of course he referred at the early years people need Carrot & Stick for doing something, just before of postmodern-era, people needed Empowerment, but now later 21 century people need autonomy. These approaches make a sense.

Today's Christians are totally different from yesterday.<sup>6)</sup> It is not their fault. Whole of society, even church itself changed a lot. Ordinary Christians are not any more ordinary. They want be a person as they are which means they want to grow up enough. Let us think of it seriously. Today's congregations do not stay at one church all of their life. They are looking for church where they may grow. Some churches train them for three years (for instance, discipleship-making), but when

they completed three years course they leave the church where they are trained even though the church was their mother church. They were there for about 20-30 years as a committed person. But they leave today without any hesitation. Why? Because they want to grow, they want to use their talents, the gifts given them by God.

So other churches are growing because those people who left previous church come and joined their church. So, almost every week many matured people who are trained very well and almost ready to do any ministry enroll to the other churches. That is today's church especially in Korea. We pastors have to know the reality. We intend to stay at fantasy world too long. They miss many people to the other churches, even their church to close down soon.

And another problem is too long training courses today. Today's Christians are not immature people anymore. They are grown up enough. They just want to do something, but the church, exactly the pastor, keeps them in an airplane shed too long. Laypeople are ready to fly out, but they still keep them inside. Two problems happen: Their energy is out of service because their wings died in there, so they could not fly ...I mean no energy to go out. In the moment of completion of the training course, no energy left. It was there enormous energy mounted up, but too late to open the door.

This is the fatal mistake of today's pastor. I found some reasons why they made the same mistake even though they knew there were some problems. First, their curriculum, and second they don't know about what the motivation is enough. First, most churches have a curriculum for a three years-training course. Usually the curriculum is made by a denominational headquarter, or a prominent big church developed and introduced. So local church pastors believe the big pastor's or follow denominational policy is the truth. So even the church knows it is not

the best resource, they still use that without other options. So, what I want to say here is that they put them into airplane sheds too long until they are almost dead. Today's people have changed a lot. In the early years they didn't know much about Bible and Ministry so they needed a three years-study program, but now they are matured enough to do ministry. So they need only a paradigm shift to jump into the ministry and on the other hand, today's period of training is getting shorter. From three years to two years, then one year, then six months and then, even three months today. Only a three months training course is good enough. So three years in the plane shed is really not wise. Even as you know PACE training takes only 12 hours, and in my case I am training them only straight two days or two nights. Why? Because they are almost ready to fly. The Only thing is to open the door, and push them to fly in the air which takes only two days.

Of course there is another reason to do three years. This is not a proper reason but it still works. The church wants to keep them in their church, instead of letting them go to other churches. So, they say three-years is correct, also say Jesus trained for three years, but this is not a wise strategy. Laypeople are not anymore laity in the past ten years, or twenty years ago. They live today, right now and here. We pastors have to think of the real issue and reality.

There was some mistake that didn't work in the church. I have trained lay people at one church which actually I belong to. While I was there as an associate pastor, and because I have just translated Dr. Melvin's first book, *Can The Pastor Do It Alone?* Into Korean. Our senior pastor told me to train the laypeople, so it was announced in public, then around 19 people were gathered at the training session. It was the very first experience for my ministry journey aftermath. I trained them, and developed the system of Lay Pastors Ministry in the church, and

they, lay pastor, mobilized to care for their peers as the textbook has taught, then what happened was that they mobilized but mobilized too much, too high, I mean the church never mobilized before, so it was really new experience for them and the pastor himself. He, the pastor, was a little uncomfortable and afraid of their mobilization.

Another thing we made mistake was that when we finished training, it should be Commissioning Service there, and have to give them Certificate of being a lay pastor in public on Sunday or any occasion, it should be in public event, by the way, our senior pastor has decided no Commissioning Service in public, so it was given them privately, call them individually at his office and gave them. What an interesting scene, isn't it!

I understand why he did just that. Probably he worries about those who are not trained and not being lay pastors, maybe they feel some disappointment because they are not selected. It means the pastor was thinking, understanding this is not the ministry gifted to the people, and also probably this is one of those ready-made-programs, so he didn't think of it seriously. So those lay pastors couldn't continue their ministry properly because they are not appointed in public, in the end they couldn't do the ministry in public, so it didn't work and they closed down very soon.

The people there are still regretting that it closed down too early, and they believed God gave the moment to them to change, to promote the church, but they missed the opportunity, so no more opportunity came to them since then. God gives us sometimes, not every time, so when it comes to us, we shouldn't miss it but grab the opportunity.

Another mistake happened at another church. I have trained so, they are motivated and ready to take action, jump into ministry, but the

pastor is not ready to commission them, he said, "after going to prayer mountain and praying for commission, he will do that, he promised just like that. One month later I called him to know if he had commissioned them, he said still praying for that, another one month passed by, I called, he is still praying, in the end they never commissioned them. They were ready, but no door was opened. So, they missed its opportunity. I have found meaning of this ministry like this:

First, every believer is a minister. This is derived from the meaning of Ephesians 4:11-12, the main scripture and also core concept of the Lay Pastors Ministry. In the 1970s, Lutheran theological Oscar Feucht has written the book, "Everyone A Minister" which was shocked to the people, especially to pastors because people, both pastors and laypeople, had been thought that only Pastors are ministers. But Oscar thought those who have Christ in mind, they are all ministers, and he made a new terminology, MINISTERIUM which originally means monthly gathering of Pastors.

Second, the concept of Partners in Ministry. Dr. James Garlow was the pastor of Skyline Methodist Church in San Diego and has written the book, "Partners in Ministry." This book came from his Ph.D. dissertation at Drew University. He stressed in the book that we, pastors and laypeople, should be partners in ministry. One church at Kangnam, downtown in Seoul, had been focused on the 'discipleship-making.' This ministry paradigm was famous in Korean churches and also in Asian churches. But now they have been upgraded and changed the slogan to the 'church of partners in ministry.' Because this is a more proper long-term direction of their church.

Third, the pastor grows and also laypeople grow. Of course, they have been growing. However, without the proper paradigm and ministry

direction, their growth was minimal. But through the Lay Pastors Ministry, both laypeople and pastors have been growing.

Fourth, the church's health. This is directly related to the church culture. If the church is good, the church will grow. Because of a good culture accommodates everything. Lay Pastors Ministry is pursuing a health and good church-oriented. Culture is related to the commitment. Finally, team ministry. Team ministry here is not referring to pastors and pastoral staffs, but laypeople and laypeople, people to people. They have to have the team spirit, and so partners in ministry with their senior pastor and team concept among laypeople. That is not only YOU and ME, but 'WE' concept has to be there.

I have read one book, "Me to We," because of the title that attracted my attention, so I bought, read, and also translated into Korean. The content was that the dialogue between old pastor and young pastor. The young pastor has struggled about his church ministry, so old pastor, I guess experienced pastor advised him from Ephesians, to equip the saints for the work of ministry.

## **Lay Ministry & Pastoral Care**

What is the relation to Lay Ministry & pastoral care? I have found this is an interesting relationship. Actually those two are different because lay ministry is just lay ministry as you see, and also pastoral care is just pastoral care. At theological schools, some have lay ministry curriculum, and other schools have pastoral care curriculum, of course my previous schools in Canada had these two different sections, but our Lay Pastors Ministry puts together these two different concepts. Of course Dr. Melvin started from lay ministry (Ep. 4:11-12), then moved on to pastoral care, why? He found lay ministry in the church, then



what kind of lay ministry, then he matched it with pastoral care, because he found two goals of the local church: 1. Evangelizing (Matt. 28:19-20); 2. Pastoral Care (John 21:15-17). Then there are many materials on the first goal (evangelizing) at every church, but he found there was a lack of pastoral care, so he tried to make, develop lay pastoral care ministry for the church, as you can see that he puts together lay ministry plus pastoral care. Anyway, we need both, because lay ministry helps us to change our mindset. Such as, paradigm shift, without this, our ministry for pastors and laypeople, won't be effective.

And I found that he was right. Let's think of the professor. Paul Stevens of Regent College, Vancouver Canada, as we know he is the most prominent theologian and practitioner in the lay ministry over the world. But we find he also talks about lay ministry with pastoral care, he doesn't say directly but we found from his writings. If we see his book, *The Equipper's Guide to Every-Member Ministry* (1992), Chapter 3, "Lay Pastor and Caregivers," he mentioned three models of lay ministry: Stephen Ministry; Howard Stone's *The Caring Church*; and Melvin's *Lay Pastors Ministry*.

But coincidentally, these three of them are talking about pastoral care. I know them very well. Stephen Ministry is a caring ministry for crisis, once people are in the crisis, Stephen minister visits and cares for them. However, when they become ok, Stephen minister took off their hands, but this ministry's system and materials are very good and excellent, but the problem is too long training, for instance one-week long training, and also too expensive to be trained, comparing to LPM, it's very expensive, 200 dollars USD for completion, but LPM is not that expensive to be trained. Anyway, that is a caring ministry. Howard Stone's *The Caring Church* also talk caring ministry in the church, and LPM/PACE, of course caring ministry, so as we look at,

Paul Stevens, even he is specialist on the just lay ministry, stressed on caring ministry, so lay ministry is mostly focused on the caring ministry as we found. Lay Ministry is not Pastoral Care, but as we see it, almost equal level.

So Melvin's approach and system which he developed is correct and good for the church. Of course he didn't take out another ministry, evangelizing people is essential, if we look at his second book, Lay Driven Church, we see that. There, he wrote two ministries, "striking a balance between the Great Commission and the Great Charter (at Contents section), so he agreed the church needs two ministries, but he developed the latter, because there are already a lot of materials in the former.

Also if you look at the Bible, there are many stories of Jesus' ministry which was focused on pastoral care, not evangelizing, furthermore, I found Nagaland church really pastoral care ministry. Two illustrations are there. In Korea, I have studied PACE with some Naga students. One was a doctor of archaeology, and another was a theology student. I have worked with them for International level

In Nagaland, I have formally visited two churches. During my stay in Nagaland, Aloto and I were invited to churches as a speaker. The first church was around 100 congregations attended which was a rural area, there we talked about Ephesian 4:11-12; and another church was in downtown, about 1,000 congregation attended, also we talked there with same scripture, but I stressed 'partners in ministry' at second church. After worship service I had chance to talk with Senior Pastor, he couldn't speak English well, so his son interpreted for his father and I. I asked pastor how was my preaching, he said it was very good and new to him, 'partners in ministry' and appreciated me which gave them a new concept. From both churches we, Aloto and I got

confidence .Nagaland church needed this ministry.

When I was in Canada I was trained in Clinical Pastoral Education (CPE), so it was easy to adopt this ministry myself. CPE is a kind of training for the senior class of seminaries, mostly in the States and Canada. To me, when I was an M.Div student at McMaster Divinity College at Hamilton in Canada, school asked us to complete CPE course, so to get M.Div I have done at Wookstock, for Mentally Retarded People, and also later I did one more unit at Whyby, for Psychiatric Hospital. I have learned a lot from two CPE. As we know, CPE is for pastors, not lay people, but sometimes lay people come and are trained in CPE. Anyway it is for future pastors, but our ministry is for pure lay people, yes it's good for church and pastors, but more focused on the lay people. Why? They, lay people, also need to grow just like pastors. I tried to adapt CPE to our students while I was in Nagaland. It was good for them, because our students learned PACE ministry (12 Training Modules) from me, so they understood CPE more easily. Therefore, I found PACE+ CPE for students to be really good.

### **Why is lay pastoral care important?**

As we know the present situation, a pastor alone is not easy to know what's going on in the world, but when they work with lay people it is much easier to understand because they understand well what's going on in their society and with the people.

For instance, one day, I attended a revival meeting at one church, the speaker came from America. He came first week, and then church invited him another week, so he came twice in two weeks, it takes 14 hours from LA to Seoul Korea, why they invited him twice unusually?

because he is almost layperson, yes he had ordained pastors, has his own church (American congregation), but he has business company which he use half of the church building, so I found he is almost layperson who knows church very well. He talked about people around him, his business, etc., so more persuasive to the listeners in the revival meeting, so he was invited twice, of course there were some prominent pastors who came and preached at the event, but only he spoke twice, even though he was from the States, why? As I said he tells stories where he gets from ordinary people, ordinary situations and life. Of course I am not saying he is right that has two jobs, but here he talks in terms of laypeople.

I enjoy reading bread, UPPER ROOM, every morning. Actually I was not very interested in reading that booklet in Korea, but while I was in Nagaland PACE School, I was reading on the 2nd floor every morning at 6 am. It was the happiest time for me in a day, so it became my personal habit. Since I came back to Korea, I am still reading and trying to keep the habit. Why did the booklet make me interested? Because mostly lay people talk about their own life, personal stories, not only happy things but mostly difficult stories. People want to hear a practical story. That's why lay pastoral care is important because of their real stories. Pastor's story? Yes, of course they are true as well, but they focus more on biblical instruction to give because they are teachers, so sometimes not real but instructive.

Also, laypeople know more about people, especially their fellow Christians than their pastors, so it is much easier to share their inner stories, pains, struggles, losses, difficulties, because they believe their peers will listen to them well. Not saying here they or they do not believe their pastors, but they are more comfortable to pour out their feelings more often to their colleague. We pastors need to understand it, so lay pastors' ministry is effective.

I am thinking that this ministry gives hope to the church, and people, pastor, especially to the laypeople themselves. Most of the laypeople want to do something; it means they want to accomplish something valuable for church, for God, also for themselves. I have trained, and usually I made a Leadership Group, we call it MLG, at the end of PACE equipping seminar. If we look at the ending page of Training Manual, there are checklists, from 1 to 10, how much they are motivated, mostly circled 7 to 8, means they are motivated 70-80 percent, but some marks 10, means motivated 100 percent fully. Actually they were waiting for this kind of ministry for many years, but they couldn't find it, which means that church did not give them to develop those ministries, and in the other way, their church didn't give them permission to do, to serve, to care for people, which means they have no authority to do by themselves.

I have trained one church with PACE, so one of trainee made circle at 10, means she wanted to do this kind of ministry in her lifelong, and she helped, cared for people very well many years already, and it was more effective than associate pastors, she was trying to do this caring by herself, nobody in the church, even church are not recognized and publicize, so she was dying of burning heart, by the way through the PACE equipping session her burning heart was rekindle inside, so she became the ministry leader of PACE in her church, and later she became one of national leaders, and finally helped to start PACE School, Nagaland India. Another example was that I have heard from one pastor of PACE network churches. He said one day their ministry leader of PACE, Mrs. Oakja Kim came to pastor's office and expressed gratitude to the pastor because church gave her to lead this PACE ministry so she felt self-esteem through her leadership, actually she was just ordinary wife of farmer, and of course herself was a farmer all of her life, so she thought her life will end with poor farmer's wife, but one day she became a leader of significant ministry for her

church. So it was a fascinating story to hear.

Another story was that I have trained at one rural church for two nights, from Wednesday night, and Thursday night, usually starting at 8pm and finishing at 11 or 12 midnight. On the second evening, we started about 8 p.m., and went on the session until 4 am the next morning 4 am. It was about 4 a.m., I asked the participants to say something, and then nineteen people were there. They talked about how they felt about the training, and expressed it one by one, but one gentleman, named Mr. Han, looks about 50-years-old, he said that he is going to promise two things through this session.

One was to talk to his wife, she was also there, but looks very young, less than 30 years old, anyway he said very sorry to his wife at that moment, because he was drunk almost every day, he is actually a patient of defoliant which got from Vietnam war, so his life desperate past many years, so he has been behaving to his wife badly, he said sorry again to his wife in front of us. And the second promise was that he wants to do God's work from now on, then we didn't know what he meant, but later on I heard from the pastor and also I have seen with my eyes many times, because I have visited and re-equipped them in the next few years. First, he made LPM Office in the compound of the church that was big enough to sit 15-20 people, lay pastors were gathering at the office all the time, once I visit the church I sat there and talked with them and he did other things that made pond with pretty fish in the front yard and got up 4 a.m., early morning every day, to ring the bell which is traditional bell at rural churches, even during in cold winter season he got up so early, probably 4 a.m., come to church and ring the bell, so people come to church for dawn worship service, 5 a.m. He changed through PACE. He kept the promise for the next many years.

Mrs. Yoon's is also another case. She was a member of Hallelujah church. One day pastor David Kim asked her to help PACE ministry in their church; those days about 5,000 people were attending the church. She didn't know exactly what the PACE ministry and also Lay Pastors Ministry was. However, she was dedicated more than thirteen years for this ministry, for her church, and for God.

As we see the stories up to now, lay people find good things from this ministry, that is why I put 'hope' on this ministry. It gives them to church, and also they grow, and they loved what they are doing, so they felt real accomplishment. And their self-esteem became much higher than before, and in the other hand it gives them freedom to use their God's given spiritual gifts.

When we talk about freedom of lay people, no need to get misunderstanding! Actually they are not bondage in the hand of pastor. Freedom here means they need to use their spiritual gifts. Everyone has spiritual gifts as we know, of course there are different opinions on how many spiritual gifts are in the Bible. For instance, Melvin says 27 gifts; John Maxwell 24 gifts; James Garlow 20 gifts; Ronald 15 gifts; some says 20 gifts. Major differentiation is how to see Ep 4:11-12, some think those are also spiritual gifts, but others don't count them as a spiritual gift, also some distinguish spiritual gifts and ministry gifts that is why there are many different opinions on the number of gifts.

For me, I have checked when I attended the International Conference in the States many years ago, and then my major gifts were found: wisdom, administration and teaching. I was not sure what my spiritual gifts were before. I assumed those gifts I have, but needed to get confidence in myself, so laypeople also need to know their gifts, and hope to use them for God's work. So that's what we say 'freedom' to

use their spiritual gifts for the given ministry.

And also we, the pastor, have to help lay people to know what their gifts are. Mostly laypeople don't know of their spiritual gifts, even they don't know where are they in the Bible, of course it is not just all of their believing life, journey, but they need to know what it is, and also there are various spiritual gifts, because some think only 3-4 gifts in the Bible, and also used a few, but there are many in the Bible, then they understand every spiritual gift is equally important in the church. So there should not be misunderstanding on the issue of spiritual gifts.

### **General care and particular care**

What does that mean? This is also one of key concepts of lay pastor's ministry. This is just like evangelizing and being an evangelist. Most of the church says about evangelizing to be out there, but many people neglect and think it but not seriously, why? It is just too ordinary an announcement so they think that's not their job to do, maybe others conclude saying nobody is going to do that or just a few.

Just like that, the same happens in the lay pastoral care situation. In short, people care for others generally, just say "hello," "how are you doing." Of course many Christian is doing well at this level and they are very kind people, very polite to others, but they are not interested in other people's real life. Of course today's society is very ego-centered, so churches are affected by those outer phenomena. Anyway, most people are doing general care. In some sense it is not real care, it is just interested in something surface.

Most schools tend to teach only general care, and they are interested



in getting a degree in that area, so real caring is far from their mind. CPE, as you know, is trying to focus on personal care, but it is limited to some particular unit, for instance hospital, correctional center, nursing home, and so on, and they just use those centers as training spots but not real caring.

That's why Melvin developed lay pastoral care, which means individual care and also not short term care just as Stephen ministries but long-term care and longevity. Individual care is very important, of course some do group care very well, but in some cases it's not care but a kind of leadership or management. Some people are doing discipleship making very strongly and they think they care for people, but I think that's not care, just manage people, because most of discipleship ministry is consists with 10 to 12 people in a group, so it not possible for one leader to care for 10-12 people, it is just management or we call it 'general care'

What is particular care? It should be not more than 3-4 people to one caregiver. It's not possible to care more than those numbers. And through individual care, caregivers may grow themselves. Because they look at the person very closely. From far outside they could not see the person very well, so when they see and look into their real lives, they see more in detail. And our motto, slogan is "love with skin on," and it gives us meaning. People need this kind of care, so if we look at Melvin's first book we can find a lot of real caring stories. I am saying that individual people can do this care but we need a more systematic approach if the church wants to be more effective and make synergy with it.

Both individual growth and the whole church's growth is important. Because God's ministry is just like yeast it should be permeated into the church, then synergy is possible, that's also the pastor's aspect of

leadership. And also it should be good for individuals, of course God's work needed commitment and sacrifice as everyone accepted but also they need to grow in intellect and skills. Management father Peter Drucker said many times in his writing, every business has to give good first for individual employees rather than the company itself. This is true. Why is the company here? Only for profit? No, I don't think so. They exist for individual employees and society. I agree with that, so pastoral care has to be good for caregivers themselves. Because they need to grow.

How can we grow? We need real experience. Without real experiences we can't grow. What is that? We need to experience real difficulty, and wrestling with , to cope with that, also need to see real life and listen to life stories, then we can think and grow ourselves, because it gives us challenges and instruction for our future.

And if we look at the Bible, we can find this concept. Jesus said love others, care for others, so on, that is general care, but when he asks to Peter "do you love me,?" then he said take care for my sheep, which means Jesus tells us to be particular caregiver, yes sometimes we need to do general care, but originally individual care is our priority because people out there need individual care not general care, so Lay Pastors Ministry is real ministry and what Jesus commanded us to do.

Pitfall at caring. This is not a serious issue, but I am willing to deal with it. Once we are trained with the PACE Manual. There is mention of a few cautious when we care for others. The one is the money issue. We shouldn't give and take money with our flock family. That is what the PACE manual teaches us and also I trained people with this text many times on many occasions.

Of course we have to be careful to borrow from those who are under our care. Personally I couldn't remember I borrowed money from my flock members. It's ok. But I am wondering here about giving money to them, helping them financially, and lending money to them. This is a critical issue to me all the way. Yes, we have to be careful to borrow money from them, and also do we have to be very careful to give, to lend money to them?

Sometimes, we need to give them when it's very serious to them, of course, this is a significant issue between us and the flock . By the way I found that we are too careful to use, to give our money to them. So we tend to close our minds too early. I think sometimes we need to give money to the needy, especially in terms of ministry we have to donate some finance to the ministry. Of course I am not a generous person, but we have to be careful to close down our mind too early as the instructions of PACE Manual tells us.

Of course we can't help everyone, every ministry, and every organization but some organizations in poor countries really need our financial help, so we have to open our minds to them. Yes, we need to be cautious about giving as Melvin advised us, but if we are too strict to it all the time, there is no ministry to survive in the world and couldn't expand the kingdom of God, as we know every ministries need finance to accomplish it, and God know what and how to complete it.

### **Clinical Pastoral Education at Melvin University**

I have begun clinical pastoral education (CPE) at Melvin University. Basically, the best group composition is "one female student and six

male students." Our school started with the first group with seven students, ended with a basic unit, and is currently undergoing an Advanced unit. In fact, all the students wanted to train, but we have persuaded them that they would do the second term again next time due to the number of people limit. They only need to receive it before graduation, and when they take off their transcript after graduation, it is recorded and issued as having completed it.

Long time ago, when I was studying in Canada, I completed my basic and advanced unit at Woodstock & Whitby because we had to undergo clinical ministry training as a requirement for graduation, the first Center was being Mentally Retarded, and the second one was being at Psychiatric Hospital. The first one was designated by the school as a requirement for graduation, and the second one was applied for seven months because I thought I should know more about myself. Then in 2017, I trained students at the PACE Seminary in Nagaland, India

I felt the need to become a CPE Supervisor, so I received my last training at CPE headquarters in the U.S. for two years and In 2018, I received a Certificated of CPE Supervisor.

Earlier this year, I have introduced CPE to the Melvin University Committee lightly, and everyone agreed on the necessity and completed the first training for two months from January to February. Currently, advanced training (Advanced unit, 7 months) is being conducted for students who want to become CPE Supervisors in the future among the first-term graduates. After completing the Advanced Unit in this July, and by the end of July next year, 2023, the University plans to officially confer Supervisor Certificates to them at the second Melvin University Anniversary in August 2013.

In Kenya, only two of the 64 universities conduct Clinical Pastoral Education (CPE). And our Melvin University will be the third. Clinical Pastoral Education is still unfamiliar in Africa. It was said to be the first time hearing about it in Homa Bay County, where Melvin University is located.

## **Networking for Nurturing**

Why do we need networking? It should be for helping each other. By being close to each other we may help more, that's the first reason for Networking. Through networking we could find their strengths and weaknesses, and necessity, therefore, we can deal with it especially if there are some weak points in the ministry.

I found that the main task of networking is nurturing each other. Yes, the purpose of networking is sending and receiving the news, and giving information but more fundamentally, they are there for nurturing each other, so how can we nurture! As we know there were some steps for the progression in every church, so they have a Training Manual on each step, for instance: 1) New member class, 2) Nurturing class, 3) Discipleship training, 4) Serve, and so on. They have a few weeks training course, mostly 12 weeks at each step in the Korean churches.

But nurturing may come from good networking in terms of ministry. We know there are many channels to get nurturing in our ministry: peers, coworkers, staff, board members, and phone calls, and also group dynamics, workshops, and so on. Therefore, we need to open our eyes and resources to get nurturing. There are many things around us, but sadly we, for instance Korean churches, only rely on the Training Manual, Classroom and Coursework, then they are given Certificates and proud of themselves having many certificates. They are

satisfied with their completion and their courses: one, two, three and four levels. I am not blaming those Training Courses or not saying that we don't need it. What I mean here is only class room, books, and training manuals are not enough,<sup>1)</sup> because it targets our head, gives us some freshness but does not go deep into our lives, perhaps all the rest of our life. This is the reason why the training Manual is ok, but try to get those in our blood and flesh, and also we need to understand through many channels we are nurtured. One of the major resources is networking which implies many things. Jesus also used networking very well and there are so many incidents, and stories in the Bible, most of them are Jesus' Networking.

Reopening the backdoor. There are two major Caring Ministries in the States: Lay Pastors Ministry & Stephen Ministries<sup>1)</sup> Most of American churches adopt one of these, or some churches have both ministries.

Main Textbook of Stephen Ministries is "Reopening the Backdoor" (by Kenneth Haug, Founder of Stephen Ministries). I have read and translated it into Korean, and used it many times. They also developed an excellent Training Manual which is focused on caring for those in the crisis right now, so it's kind of a crisis caring ministry. In the Training Manual, they show us why people leave their own church where they had attended for many years, 33 reasons are written in the above given. It is a useful resource to understand them. Anyway, the main reasons are: 1) lack of good relationship with one another; 2) Meaningless of the church; 3) Hunger for belonging. Then they left church so he wrote a book, through caring ministry, e.g., Stephen Ministry, Stephen Ministers, so those who left church could come back again, so he put the title, "Reopening the backdoor."

According to statistics, about 40 percent of congregations in the States are not attending the church regularly, which means they are inactive people. I think not only in the States but also most churches in the world have the same problem. So there are always dangers whether they will be leaving the church soon or late, we have to be alert to those people.

He urged that most churches close the backdoor too early when people leave the church, we don't have to do that, re-opening the back door all the time, giving them time to think and room to think, then coming back. There is another book, "Closing the back door" (by Rev. Myungseoun Hoon, Korean) which focused on those who are going to leave church soon or late, he said we have to keep them inside so close the back door.

So there are two interesting books: one focuses on the people who are going to leave (closing the back door); another one focuses on those who left already, maybe recently (reopening the back door). In terms of the Lay Pastors Ministry, we need both concepts; keeping/caring for people inside and reopening/caring for people just left.

## **Lay Pastors and other congregation**

There is also another issue in this ministry between lay pastors and other congregations. One side wants to give it, and at the same time the other side has to receive it. Both need to work nicely. Lay Pastors want to give pastor care, PACE, to their peer congregation, but people might resist<sup>1</sup> to receive it because, there are many reasons, but one reason might be that people think their laypastor

are not qualified to care for them, or they don't believe laypastors are real pastor. We have to stress the qualities of lay pastors themselves. Once they become a lay pastoral care minister, called 'lay pastor,' they have to take this position, role, function seriously. That is not just playing games. Most churches give the designation at the end of December, giving them 'certification of appointment' for next year, so once we visit people's home there are many certificates they have received from the churches, even if they attended other churches they also have those certificates from different or former churches. They are proud of it, showing and displaying because they receive it every year, they don't value them and forget those are precious. This happens all the time to the people, so once they become a lay pastor they think the same way, if it is just one of those previous certificates, they do not take it seriously. So I am talking at PACE seminar about this issue seriously, because of no more appointing certificate at all, but SENDing....so we call it Certificate of Sending. We need major sending only once in our lives. For me, I have received these sending letters from Dr. Melvin about 15 years ago. I still have it and deal with it very seriously, because I still believe God SENT me to do this ministry for a country and beyond one country, and for the rest of the world. Because I felt very strongly that God wants me to do this. Likewise, lay pastors who are sent should take their job seriously. What is their job? Their job is not only PACE-ing for people but many other qualities. For instance; sincerity, persistent,2 pure-hearted, integrity. People look at them and expect them to have these qualities, so if they couldn't find these qualities from laypastors they turn off right away. Seriousness: pastor's attitude is also important here. If the top person, CEO, pastors are serious about this ministry, people will see it and feel that this is serious ministry, but if the top person is not see that way, people will also follow their model, so becoming MODEL of this ministry is



important, pastor have two jobs: to be modeling, means PACE first to the people. Of course Melvin knows people will resist of this ministry, so he wrote it at one monograph on 'people who resist.' These issues also come to the senior pastor, which means he has to solve these, how? He has to explain to the whole congregation that those lay pastors are just like himself, senior pastor, real pastor because they are given spiritual gifts on the caring by God, so no question about it biblically, also theologically. Not only one time, or a few explanations are not enough to adapt it, the senior pastor has to talk in private and in public, at preaching, at teaching at any occasions, at bible class sessions.

Look at David Kim, Hallelujah church, said, told, preached every single Sunday about PACE ministry, so every congregation thinks they have to receive this training, even further they made the policy, without completion of PACE training, people never jump into cell leadership. So everyone, about 10000 people understood this is the critical mandate to finish. So the church was successful not only in PACE ministry but also in other ministries.

This ministry is effective to produce other ministries I found. One pastor confessed to me that he tried to teach, train people with the book, 'The Purpose-Driven Church' (author, Rick Warren, Saddleback Church, USA), and tried to adopt it into his church but it didn't work. Of course it does not fit the strategy of 20,000 people's church into only 100 people's church. By the way, after a few months of PACE ministry in the church, he tried again to use Saddleback's strategy to adapt to the lay pastors then surprisingly it worked! Because especially for lay pastors, they have learned what the church is and also what the ministry is, so they understand any types of strategy that can be helpful and useful, also usable. The Lay Pastors Ministry helped them to open up their

eyes to the new way, new approach, and also show them the seriousness of this ministry.

I can call it "ministry engine." One of our staff says this ministry helps to open other ministries, because they, lay pastors, have learned how to start, how to do ministry, and also the congregation see this ministry is working, so they think they can do any ministry, and they find something new in the church. Let's say this ministry is a caring ministry, people think they need some special ministry for elderly, or some people need special treatment and particular caring, for instance, a single ministry in the church, so they want to develop those ministries. Their eyes were opened now.

And another interesting effect was that after PACE training at one church, one deaconess came to church every early morning, even though she has a little baby in her bosom, senior pastor was wondering why she comes to the church every morning and go out for evangelizing, then she responded that through PACE training she is motivated to do evangelizing to the nonbelievers. Even though this is a caring ministry, some people get a different grace through and they found another way to use it.

Many pastors say that church growth relies on the various ministries. That is true. Only preaching and worshipping is not enough for church growth, perhaps they need ministries, but they don't know how to, and then through this ministry they see what it is and how to do it.

### **Different gift of Lay Pastors & Senior pastors**

If we look at the book "Reopening the back door" (by Kenneth Hauk, founder of Stephen Ministry), Kenneth said there are different gifts

between Lay Pastors and senior pastors, I mean those who are doing pastor care directly, and those who are managing the ministry.

He said in his book, those who are caring for others need compassion, mercy, encouragement, and on the other hand, for managers they need leadership, teaching and administration. Yes, this is correct, but sometimes there is the opposite in the local church. Some senior pastors have only, I mean, too much caring style, and some lay people, lay pastors have managing gifts; teaching, leadership and administration, and so on. But we don't have to worry about it because we, pastors, can give those people the job for management, as a shepherd or belonging to the Ministry Leadership Group (MLG), so they can use their gifts properly.

We can say some people have soft leadership, I mean they have it on caring gift: culture, good model, but not in leadership. I met one pastor who is a senior pastor of University church. He confessed to me that he has only a teaching gift, not a caring gift, so he was afraid of it. Then I explained to him that Lay Pastors need to have a caring gift so not to worry about it as a senior pastor. Rather your teaching gift is better as a leader for this ministry. One is leading, the other is doing. So they are different, different functions, and once they do their job properly, the church is getting healthy and growing.

Two gifts are opposite, I mean we can't get both gifts at same time as Melvin said already, in the other word; one person might get one gift. Of course there are exceptions, and some extraordinary people may get two sides of gifts, but mostly we, ordinary people, have one side, caring or teaching.

If we have both it's really wonderful, and it's God's grace. However, in some way, individuals have one gift; caring or equipping, once they use theirs properly and do their best, their ministry will be maximized.

That is God's plan for us and His desire. But they need to develop their own gift and skill even though it was given by God, because God gave us the gifts but its use and sharpening is our own responsibility.

What is the distinction between two gifts caring and equipping; caring is a soft and loving approach. There are so many qualities and elements in caring and mostly warmer but equipment is training style, disciplined, so colder than caring, and stricter to approach.

In some way I think Yin-Yang is there; soft and hardened; loving and disciplined. Senior pastor has to know this.

### **Church in terms of Lay Pastors Ministry**

I found that there are some fears of lay ministry in the local churches. First, the main fear is that the church itself is afraid of their congregation's energy that might be used for outside of the church. Most churches want to use their people's energy inside. Usually small churches think that is possible for big churches to use for outside, but they-small church-need more energy to survive. So they don't connect lay people with ministry out there. They only think of service, because many lay people in the Bible have done that.

Before that, traditionally churches were not thinking about laypeople seriously because of some reasons. They are not familiar with working with them in terms of lay ministry. I think it was not a big issue for the church to think of laypeople last one century, and as someone said there are 3P of lay people: Presence, Pray and Pay, then go home....this is not every church but many of them.

Because of that, there is no specialized in the lay ministry, and also no specialist in this area. As we already know, every seminary focused

on the only making, producing senior pastor, I mean full time minister. Later on they were thinking of lay pastoring, lay bible study leaders, for instance Cell leader, Bend ministry, lay preacher, and lay caregiver, and so on. And also there should be a paradigm shift if we want to do it more effectively, so both laypeople and clergy are afraid of it.

Another issue here is that lay ministry or lay pastor's ministry has to prepare the system which means we have to know and execute from 1 to 10. If we think of LPM here, for instance it has two elements in there: lay ministry and lay pastoring. So it was a lay pastoral care ministry in the beginning stage of LPMI USA, but later on the restructured more acutely lay pastor's ministry.

There are many kinds of lay ministries in the world but LPM is on the lay pastoral care. This is easier than other lay ministries in some sense, and this is the basic ministry for the people. And also if we want to do this ministry more productively, we need to make proper system of the ministry, as Melvin mentioned, this is the system of congregational care by laypeople, so we have to make an adaptive system to the church, then we will find what the LPM is, look like. There is another aspect of the lay ministry which is a little radical approach which is called marketplace theology said by Prof. Paul Stevens at Regent College VC, Canada. Beyond that there is a missionary church in the States, Mission Shape in the UK. I found that they are ok, but those who have traditional concepts ,it's not easy for them to accept, some of them are really good for teaching at seminaries, however they adapt to the local church, a lot of modification should be needed.

### **Church growth with Lay Pastors Ministry**

I was asked very often from pastors how this ministry relates to church growth. Whenever I got a request I was a little embarrassed

because I haven't experienced it myself, I don't have my own church. In some sense. I was wrestling with how to make the church grow through this ministry many times. Many people will get this question, perhaps, I was thinking of it very much, because I get this question very often and I understand this is a priority question as pastors.

I found that: 1) it's possible to make church growth through this ministry but indirectly, not directly; 2) church growth through this ministry needs time, not only a short time, e.g., two to three weeks, but two to three years. I have seen many PACE churches. Some are doing this for 3-4 years, others are only for a few months, I mean less than one year so, there is no success.

I think once they are doing this ministry for at least more than one year, then they will get fruit: 1) mature; 2) growth. This is true. As you see there is an order in here; first being individual and congregational matured, then church growth consequently. Therefore, definitely there should be an order and need time to get physical fruits, I mean the church growth.

Here, we need to understand what the key concept of this ministry is. This ministry is a caring ministry, not a church growth strategy, or program. If we miss this core concept we will misunderstand the final goal, destination which is that its core concept is pastoral care. But I think caring itself is not the final goal for this ministry, even though this core concept is pastoral care. I mean here, what is the next stage or what is it headed towards? It is acceptable to get these kinds of questions at some point. Anyway as a national leader of this ministry, I need to have an answer to that.

There are three serious cases on this issue: For Melvin, he wrote about PACE Plus, here means that we have to add some more qualities to the PACE; I think this is a kind of strategy. Through this addition to

PACE, it will be moving to mature and grow slowly and finally some changes among those congregations, I mean organizational change, then moving to church growth. I think this is Dr. Melvin's strategy. Especially he wrote these elements in "Letter to Lay Pastors."

Second, case is the Hallelujah church. Actually the church is already big enough, with 6000 members there. They matured enough through many ministries and programs, but through PACE ministry their culture and ministry direction was totally changed, PACE affected church growth indirectly. For instance, everyone understands they have to be a PACE minister, so its culture has moved that way.

Third, case is Rock Church in Seoul downtown, Pastor Park. Rev. Park is one of our staff. He was very talented in preaching, and also interested in the PACE ministry, so his church has done PACE for more than ten years, and is still trying to adapt a new strategy on PACE to his congregation. Finally he found PACE ministry is very good for everywhere; Sunday school children, youth, so on, even secular organizations; company, correctional center. His congregation fully understood what that meant, so it affected church growth in the end.

For me, how I have made myself grow through this ministry! I have been trained in pastoral care through CPE (Clinical Pastoral Education), Therefore, I am sure that I am a little mature and have grown myself through that training. In some way CPE has trained me well enough, however it was only an introductory part of my ministry journey in comparison to PACE ministry.

I can say the former (CPE), the latter (PACE) here, both are training and developed caring skills, but Melvin's material and system is extended to caring skill, and also focuses on the laypeople's caring.

Thus, the latter made me grow through the role of national leader of this ministry. I mean I have been growing leadership with caring. This

is the ultimate direction of PACE, means not only caring for itself forever but growing in some specific areas of the ministry.

To be lay pastor. I found that to be a lay pastor, I mean to be a "real" lay pastor is not an easy job.

Most of the churches and one of our staff Rev. Jang developed the process of training and designation in the church. They said in this progress: 1) new member, 2) training, 3) disciple, 4) lay minister (we call it lay pastor). They put a lay minister or lay pastor at the final stage because the church thinks they are prepared to be a lay minister.

Let me talk about lay pastors here. Usually they are matured Christians, that is why church and pastor recommend them to be lay a pastor. Yes, this is true. They are better than other fellow Christian, but how can they become a quality lay pastors; it's just not that they are offices or designation, or even title. This is really another aspect than just naming itself. There are some qualifications from that point of view.

Above all they should not be self-centered. This is the first quality because most of us are tempted by thinking for ourselves which means we tend to be self-centered, conscious or unconscious. Of course this is not an easy job to overcome in this kind of world today. Everyone changed to a very self-centered life, selfish and unless they couldn't survive in this tough world. Of course there are differences between being self-centered and being wise. To be wise is a necessity for today, even though lay pastors shouldn't be self-centered. For instance, if they think God is so loved only to them than others, it might be a self-centered concept. We have to be careful to get this kind of mindset.



Secondly, it might be similar to the first one, but Integrity is an important quality. What is it? We have to be the same inside and outside. But this is not an easy quality today either.

In addition to those, we need to be self-disciplined. I don't know what that means because people have their own strategy on self-discipline. Of course there are some qualities in the Bible, but it is a different viewpoint in terms of how individuals might see it.

Anyway, to be a good and real lay pastor is not an easy job for today, so only chosen people, I mean those who get spiritually gifted with disciplined people can do that.

Essence of Lay Pastors Ministry. What is the essence of this ministry? I think the first one is personal growth and a sense of accomplishment. Of course to fulfill the Divine's call is important too. Let me talk about LPMI USA's board members. They are still belonging to this ministry which is almost 30 years old. Why?

At present they are growing personally, professionally and also respond to God's calling, so I think personal growth is the practical essence of this ministry. And calling of Divine is not a neglected issue here. Why do you do this? Yes, God called me to do it. This is a definite answer, and it is correct.

Another essence is church growth. Whatever we do, it should be related to expanding the kingdom of God. As we know the living tree will grow, and this is definitely true, and no question about it. Whatever its numeral or quality, the ministry should help to grow the church inside and outside.

Another issue is relating to church culture. If there are not good cultures in the church, actually through this ministry their culture will change. And also there should be ministry-oriented culture which

means not only to be a member of the church but also ministry-focused in mind.

Lastly to fulfill God's will, and this is Biblical mandate. Lay Pastors Ministry is trying to fulfill God's mandate which could be found from John 21:15-17, Jesus said to Peter, "If you love me, care, tend, feed my sheep, and more from I Peter 5:1-4 that the Great Chart which Dr. Melvin put this name. Yes, we have to love our neighbors and people around us, that is the fulfillment of God's law. So LPM is trying to do this mandate more in detail, and systematically. I think those elements are the essence of the Lay Pastors Ministry.

## Chapter 2

### **PACE Training Manual**

This manual –12 chapters -- derived from the first book, Can the Pastor Do It Alone? Dr. Melvin has launched this ministry at College Hill Presbyterian Church (CHPC) in Cincinnati Ohio, and through this ministry he wrote book, later it became his doctoral dissertation and finally published as a formal book, so he got 12 important points from the book and made PACE Training Manual which were used for 35 years in States, 15 years in Korea, and now began to use at school in Nagaland India.

Chapter one is CONCEPT & THEOLOGY. It talks about Biblical references and some opinions from experts in these areas. We will catch up “what the Lay Pastors Ministry is” from this unit.

Chapter two focuses on caring, WHO NEEDS IT? The answer is everyone needs caring. Caring is the heart of this ministry.

Chapter three: What’s our job description? It talks about PACE itself and also additional commitments are explained. Through this unit, Lay Pastors will embrace their responsibility.

Chapter four: It’s about CALLING. It stressed as important as the pastor's calling, laity also called by God, I mean calling consciousness is important to them. I found that whether laity has this concept or not, it affects their ministry directly. Through this unit, they will have a stronger concept of their calling-ness.

Chapter five: RELATIONSHIP. This is an important element in caring ministry. The Church tends to ignore this aspect, so now they try to think of this issue seriously.

Chapter six: on LISTENING. Focused on listening, especially this training should be continued to discipline all the way of ministry. I mean we may deal with this at reequipping sessions.

Chapter seven: BEING & DOING. Yes, this ministry is doing PACE but if we want to be more effective at it, we need to prepare ourselves inwardly, inner matured.

Chapter eight: How can we have healthy SPIRITUALITY, all the churches are doing okay for this, but just double check again here?

Chapter nine: About VISITATION. It's an easy topic to some, but for others, a little afraid to visit people's homes, especially those who are not acquainted well, so deal with this chapter.

Chapter ten: Being PROFESSIONAL. Who is professional? Generally we think those who have a degree or certificate in special areas, but here Lay Pastors can be a professional without getting any degrees, certificates or credentials. Rev. David Kim, pastor of Hallelujah Church says Lay Pastors are professionals in the PACE Ministry.

Chapter eleven: CONFIDENTIALITY. This is another issue on caring ministry, and we know what that means! How important it is. I heard many times about this critical issue from my CPE supervisors in Canada, so now it comes up again at this ministry.

Chapter twelve: Deal with DIFFICULTIES in this ministry. There are many, for instance some might think they do not need Lay Pastors; people are busy to visit; some Lay pastors are lazy; some have problems that we couldn't solve, so on but if we deal with them nicely, it gives us many benefits and also makes us grow.

## **Re-thinking of Training Manual**

We have been using Melvin's PACE Training Manual for 15 years in Korea. It derived from the first book, and used it very well. It's a very simple manual, just about 30 pages of A/4 size paper.

I am thinking about the Training Manual of any ministry. First, it should be a simple manual but not too complicated. There are two kinds of people: one is the people who like simple manuals which means simple concepts, easy to understand; but others those who like more complicated, more voluminous manuals (80-100 pages). Of course I found that there are those various manuals in the churches. I understand why they, two groups of people, think that way but I pick up the first case, a simple one if I should be selected from two.

I will tell you why. Most ministry starts very well, but soon or later their beginning passion dies. Once they feel difficulties to go forward, they try to find solutions from the books, but mostly those books were written for beginning stage, of course some books are very matured, but usually it says what it is, how to start...so on...so because of that approach people are not growing, I mean they don't move beyond the borderline, just stay at starting phase, because books talks only shallow aspect. And if we say 1 to 10 of the ministry, Training manual is in only 1 to 3 stages, so how about the other 4-10 stages? We shouldn't use all of our energy only at the beginning stage.

Second, Training manual should be used for only the start-up line. To start is more important than anything else. Look at any ministry! They talk and have reasonable intentions of the ministry, but couldn't start and dived into the bath and died. Without start-up, we can't do anything to take an action, so whatever, we have to START. Training Manual should be the function of start.

And third, it should give direction and guideline, not very in detail at this stage, but just a general viewpoint here. Every manual has a

purpose of making, for instance, our PACE Manual is there for producing Lay Pastors, egg. Who they are, and what they have to do. It needs to have a clear goal and purpose to make it.

Lastly, I suggest that practice first, then theory later. This is what I got from Peter Drucker, the book of Daily Drucker. It makes sense. As you see, the PACE manual came out from the field practice at College Hill Presbyterian Church in Ohio, then later it made a book, manual, system, I mean THEORY later, why? People want to see, is it workable? Clinical resources? The PACE manual came out from PRACTICE, and then later it made THEORY.

## **Equipping**

Equipping is another difficulty for pastors to do ministry, their position is the issue there. Many experts on the lay ministry give advice that if a pastor wants to succeed in this, they have to step aside a little bit. Then laypeople come up to the space and they do what they have to do. Even if they talk to the laity "come up and do your ministry" but have no space to take it, they can't go up there, when the pastor steps aside then the laity comes up, and both go out of the world. That is the correct concept, but it's not easy for pastor to step aside, because they were there for a long time, that was their position, their function, their role for a while, so it's difficult to give it to other people, especially to the laity, because they were their disciples, they want to keep that position permanently, might say such like "you are my inferior."

To approach in another way, the pastor thinks the ministry was their baby, so whenever they think of giving to another they feel very sorry, such as giving my baby to the other person, because I raised it for a

while, so reluctant to give it away. But they have to take a risk, then something good will happen to them.

Actually, giving it to the other person means 'sharing his burden with other people.' That is the real issue in the lay ministry. This is one benefit of lay ministry, as many people say a pastor alone cannot do it alone, better to think of not giving his baby to the other person but sharing his burden with other laypeople. How is that? This is a better concept for a pastor, not negatively but positively. Yes, there are two for pastors, one is negative, another one is positive. It's totally up to the senior pastor. David Kim, Hallelujah church, once said, if we give ONE to the laypeople, then they return back TWO to the pastor. Why do they not know about this, Allah! He said that. Do we really need laypeople's help for our ministry? Give them one, then they give us back two?

Yes, some pastor's afraid that if they give it to them what happens to the church and also to them? I understand what that means. Their worries are that there will be some confusion in the church if they let them do it. Yes, the first time they will be confused and make mistakes, but through that they are growing and trying to do better, that's the growth process. That's why we need to equip them. Without equipping them, it's not possible to expect anything to happen. That's why at Ephesians 4:11-12, Paul stresses that the pastor's job is to equip the saints, for what? For the work of ministry.

What's the pastor's primary job? There are many, but equipping the saint is the primary job, without that pastor alone has to do everything that as someone once said there 46 jobs for pastors to do from the opening the door and closing the door. Pastor can do only a few things, for instance, Preaching, Sacrament, Administration, and Leadership. Others, lay people can do it. Which one is more effective,

and more productive? I once preached at one church, Diaper Nagaland, where I preached the topic, "1+ 99," means one pastor and ninety-nine laypeople, of course it means pastor and laypeople there. Which one is more effective? Doing by one person or with ninety-nine people, of course the latter is much better, even though we know this calculation, but we don't do that, because we think this is just mathematics. Is that only mathematics? No. This is true.

Also, at PACE ministry, lay pastors need equipment to do it. Without it, it is not possible to happen. But there is another issue; equipping & re-equipping. That is also challenging to most pastors. Most pastors do equipping in the first stage, meaning once they start any ministry they are equipping, training, preparing them well, but they don't know how important the re-equipping is. Yes, they did very well in the beginning but that is only the starting point, just the beginning stage, something started, but no more any meaning in some sense. When they start up, right away they have to change the system of maintenance, just like weddings are different from marriage life, starting is different from maintenance. Start-up is, just like a wedding ceremony, takes only a few minutes, but maintenance is forever. For instance, we have started PACE International Seminary at Nagaland India, it was prepared for many months, but the opening ceremony took only for a few minutes, people gathered for the opening worship. That's it. Everyone dispersed after the event. Since then, our school began to shift to maintenance.

Such like that, after starting any ministry definitely needs re-equipping. So what's the re-equipping? As I found once people have learned something in the beginning stage, they are not satisfied with it soon or late, just like we study a lot of new things at school, but once we graduated we are no more interested in the study of the past even it was very shock and interested in, and also it was nearly new to them,



but now they want to more, upgrade knowledge, like that, after basic equipping, the pastor has to think how to reequip them. Re-Equipping is totally different from basic equipping, startup equipment, but most pastors are not thinking seriously of it. They think they have done perfectly at startup, and others they leave it in lay pastors' hands, and think it is their responsibility not the pastor's job to do anymore, so they neglect this part, so start up nicely, but die into the water very soon.

That's why Dr. Melvin developed three reequipping materials; 13 monographs, Dynamite meetings, and 22 Essays. Of course he had written new ideas and insights at the LPMI USA Network News all the time for the last 30 years. Because he knows only one time's equipment is not enough and it is not going to last forever.

Two kinds of Time Frame. I was thinking of these before: "the earlier, the better? Or the latter, the better?" As such, "the more training the more commitment?" or "the less training the more commitments?"

That is interesting questions, but in some sense it's meaningful, isn't it? Let's talk about Training in relation to commitment. The long training the more commitment? No, I don't think so, especially in this busy era, in this informational era. I will share with you about Korean church. As you know, our Christian history is a little more than one century. First time, in the beginning stage, we needed Revival Meetings, and soon Bible Study because most of the congregations didn't know the Bible well, and later Training for Discipleship Making which was taken for three-years of time span, then changed to Missional Church a period of short time, plus a lot of para-church ministries was begun to imported into Korean churches, it was around 1990. Our ministry (LPM/PACE) started in this era, e.g., in the beginning of many kinds of ministries paradigm begun. Now we,

Korean churches stuck at corner, because we have done everything what we needed.

By the way, still some churches, many churches adopt 3-years discipleship-making paradigm. Pastors think the paradigm, "the more training the more commitment." but the problem of the congregations can't wait for three years in the hangar, because they had learned a lot and know something to do, but still traditional churches, pastors think the old pattern; more training, more commitment. After three years' disciplines they don't stay at their home church where they have learned, trained, so they left that church right away and looking for some churches where they could to use their knowledge, skills which they have learned.

Yes, definitely they need more training but no more basic training for now, and they urgently need now it to be equipped to take off and fly.

### **Pre-study and reequipping**

When we start this ministry, motivating people is crucial. How do they get this motivation? I found it, and also Dr. Melvin advised strongly on his book and personal faxes, because many years ago we, Melvin and I, used fax machines to communicate. He said that if they want to start this ministry they have to pre-study his first book, Can the Pastors do it alone? Later on I found how important it is to follow this guidance. Pastors are busy and also laypeople could not study by themselves because most people are not interested in reading books and studying alone. Of course sometimes interesting things happen.

One male layperson read the first book; can the Pastor do it alone? By

himself, because his pastor gave him it to read. He confessed later that while he was reading the book, he was in tears of his eyes, because he wanted his church to be like the story in the book. Of course this is possible, but what I mean here when they study together they will learn much more about this ministry, because they discuss, chew, and eat, so later when they are just in PACE Equipping Seminar, their mind going high to do this ministry, which means their Motivation is much stronger than not read and come to the training session. This is my real experience through many churches' Training.<sup>1</sup> I have done this training for more than ten years.

There were two kinds of churches: some churches have previewed the first book and are waiting for my direct training. They are ready to accept what I am going to teach, to train them is happy because they are motivated half percent already, we can say first half done before my training session, so my function is to cover second half which means just make them to paradigm shift and rekindle into their heart, because they are really ready to do, to take an action. This is what I found myself. And other cases that they are not read book and just came to my class, so try to listen from the beginning, and they are not ready at all, just came because of pastor's force to attend so I really have hard time to teach, train, equip and also tried to motivate those in front of me. Once they were previewed and came to my training, actually easy, but not ready at all and came to my training, it was difficult.

Mostly I am training them for two nights, I have decided it. Because when I go down to the rural churches, I don't want them to be a burden for my stay there, so I bring my car, stay for just one night at a hotel , then I come back to my home in Seoul. Two evenings; we start at 7 pm and finish at 11-12 midnight, and next evening we finish around 11-12 midnight, then I can go back to Seoul. Most rural

churches do not have enough finance, they have to pay for my meals a few times and hotels, and they also pay for my teaching. So I have done my job in only two nights. But when they are previewed, 80-85 percent motivated, but no previewed, only 50-60 percent motivated. So the former release their energy slowly, then mostly their ministry will be successful, but only 50-60 percent motivated people, as you guess, will not succeed.

The best way I have done is to visit their church in advance, mostly Sunday afternoon service or Wednesday evening service, so telling to the whole people about this ministry, so some handed up to candidate after service to their pastor, then I give them book to study together next one month, usually I give them to preview for a month. So one month later, I visit and equip them, and then next Sunday I visit again to attend Commissioning Service. I found that whether I am there or not is very different, so I try to attend the final moment, spending time there and putting PACE symbol pins into their clothes. It is really good for me to be there, congregation and lay pastors are more serious because their trainer, myself, is there, at their sending moment. So an amount of energy comes to their mind and heart again.

Preview is also important to the national level. When we, LPM Korea, started this ministry we pre-studied a lot, even went on a one-night retreat to study the first book a few times, and continued to study a lot. So I suggest to LPM India, pastor Alto, to pre-study with a group of national leadership people. Because they need to develop more knowledge and through the pre-study they will get a sound strategy for the near future ministry. We found that mostly, wise church, its pastor follow our guidance, so also not only to get motivation but also expectation, ready to do, had enjoying to study new thing followed.

## Re-equipping

Also we need to talk about re-equipping. What is it? Pre-study and basic Equipping training is important just like once we come into the army for basic training, we Koreans are forced to join there for three years, so they are trained for a few months at a basic level which is basic philosophy, knowledge and skills. But after basic training at National Training Camp, they move into their unit where they stay permanently until they finish three years. When they jump into a new camp, real life of the army they are very afraid of it, because they never had that experience before, so army train again, we call re-training time and time for the next three years, why? That's the real field. No more game play.

Just like that, reequipping for lay pastors is important. Actually re-equipping is uncomfortable to the pastors, because they have put all of their energy at the beginning stage which means to put everything in the startup, so they think they have done their job very well, and even re-equipping is not their job they think.

And they think they have to start the ministry, so the next job is to be given to the lay pastors themselves and they have to develop, to creative for the keep on going. But that is not true and reality is not like that. Laypeople couldn't manage reequipping by themselves, and that's why Dr. Melvin developed reequipping materials;2 Monographs, Dynamite Meeting, Essay, and 'Letter to Lay Pastors.'

These materials are good for lay pastoring, but how about the pastor's side, I mean senior pastor of LPM churches. They are responsible for this ministry, I mean reequipping. Because lay pastors need this extra training, and also they want to grow through and in this ministry.

After three months of launching, mostly they feel they know more about many things, but exactly two areas I found, for instance; Bible knowledge and psychology and more skills on real ministry means they face problems when they're doing this ministry now. Then they have heard from teachers that some problems will come and of course there are some materials, but they didn't have real experience with those teachers' teachings, so now they are in the right place. Of course, they don't have to quit but they need to get experience. So pastors need to be familiar with those ready-made to use three or four Melvin's equipping materials and better be creative more and more, and they can use materials that were in their own bookshelf.

### **How to use Melvin's materials**

I am grateful to Dr. Melvin that he developed very useful resources, but I had regretted that we couldn't use them fully. He has done what he has to do, so the rest are upon us.

First, he wrote two text books: 1) Can the Pastor Do It Alone? 2) Lay Driven Church: and four manuals; Startup Manuals, Training Manual, Supporting Paper, Leader's Manual: and three re-equipping materials; Monograph, Dynamite Meetings, and Essay. Recently he developed about 30 Letters to Lay Pastors. I and others tried to develop additional materials but mostly based on Dr. Melvin's concept and philosophy, and also on his ministry.

Let me talk about the first book. He has been started this ministry at CHPC (College Hill Presbyterian Church, Ohio, USA), there he made outline of the book because he has written from what he has learned from the actual field experience, then he has written Doming dissertation at UTS (United Theological Seminary, Ohio), later on his

dissertation changed into the book, *Can The Pastor Do It Alone?* And it has been published in public. Then it translated into many languages, even in Korean from LPM Korea Institute.

Actually it has been written for lay people because it says how lay people are doing PACE as a lay pastor. And it contains a lot of illustrations which are from other churches, and other people, their stories on the ministry. It is really helpful for lay people to understand how they were, and how they are doing in the near future. It has been used for 35 years in the States and 15 years in Korean and now in the PACE International Seminary (PIS), Nagaland India.

His second book is *Lay Driven Church* which is more theoretical and academically. After many years in Lay Pastors Ministry/PACE ministry itself, Dr. Melvin needed a book of more on theory for senior pastors who lead this ministry. The first book is for lay people so the leader, mostly senior pastor, needs to see two books at the same time. They are leaders of the ministry, so need to know not only practical aspects but also theoretical aspects, and deepen their knowledge for the ministry.

The four manuals: 1) Start-Up Manual; 2) Training Manual; 3) Supporting Paper; 4) Leader's Manual. We need to look at the manual of start-up. Before this ministry, pastors have to read it, and they know how to start. It is essential to read it. If they don't know the process from 1 to 10, they are not sure about the process, so they might be embarrassed very soon, so read and familiar with that process. Training Manual derived from the first book, but more structured, so need to look at from module 1 to 12. If he trains with this manual directly it's wonderful, but only a few pastors trained by themselves out of 200 churches in Korea. Mostly they requested to the Headquarter, LPM Korea Institute, so I go to their church and train

their lay pastors, even though I visit there, the senior pastor would better know what's in the Training Manual before the training session.

And there is the Leader's Manual. This is more pages (80 pages) than the Training Manual itself (34 pages). This Leader's Manual is really helpful to the trainers themselves, and we LPM Korea have translated those materials into Korean and used them very well. I have read the Leader's Manual many times in Korean and also even English. There are many flesh and bloods for doing and leading the ministry, so Dr. Melvin made them very well.

Also he wrote three re-equipping materials: Monograph; Dynamite Meetings; Essay. Monographs are good for the beginning stage, I mean the first 6 months, and they would better use it at re-equipping sessions. Many honeymoon of the ministry is over in a few weeks, or in a few months or so, they need to re-chargeable battery, this re-equipping is that battery, and time to time, need to use Dynamite Meetings for reequipping at monthly meetings and can read Essay at home or group meeting, and discuss each other. Lastly he wrote Letters to Lay Pastors. We may find that this looks like a very personal Letter. Once I read them, I opened my mind and eyes again.

Also I suggest that you read Network News that has been published quarterly which has done for the last thirty years. Mostly Dr. Melvin wrote many and all of the stories in the ministry field and his experiences, his insights, so we will get a lot of Ideas for our own ministry, I am still reading and reading, and using them.

### **Does PACE fit for today's church?**

I do not mean that we don't need PACE ministry for today, but today's society is different to get and to do the concept of PACE, e.g.,



caring ministry because today's world is very different from yesterday, I mean once Melvin has developed PACE ministry three decades ago. Of course, that is why we need more PACE ministry especially in this kind of society, but sometimes I am wondering, is PACE working for today?

As we all know PACE is the caring ministry; Pray for others, Available to them, Contact them regularly, and Example as a Christian. These are very difficult in today's world...of course it depends on how much we really use! Of course it is for people in the church. I don't mean here that any particular church but churches in general.

Let me talk about Prayer first. I found today's people are busy because if they are not busy, I mean not working, they couldn't survive in this economic society, so even busy for themselves, for their own family, and I found mostly wrestling to survive. On the surface, they look ok, but most of them are crying for now and some are urgent; so difficult to pray for others, and no time to think of others.

Second is Available. This is tougher than the first one, Prayer. The first one is Prayer, which means we don't need to go to them, we are just here where we are now, so it's not too difficult to do that, we don't need to move to them physically, but it is different. Prayer is just emotionally involved but the Available is emotional & also physical, so more difficult to get done that they want.

The Founder Dr. Melvin and his team made this, because they think this is what they have to do. But people today are more busy and much different than when they made it, so it is not easy to share their precious time with others, even when they have time, they want to relax, resting time from a lot of stress, so it's not realistic to them. Even third is Contact which means contact them proactively, Available means when they ask, we approach them. As we do three above we

will be an Example as a Christian.

As we think of those briefly now, not easy to do...it is really not for ordinary Christians. We have to think of it seriously and need to get clinginess from God. Also those who are given caring gifts; mercy, compassion and encouragement; is possible to do this ministry. I am saying here we need to think of PACE more seriously if we are sure this ministry needs it for today.

How to solve this problem? I can think of it two ways: Reequipping & individual supervision. I think regular re-equipping is important. When they are training, they may use Melvin's materials. Of course they also can be creative to develop and use other materials. First of all, look at thirteen monographs. There must be answers to these problems. Once I revisited PACE network churches, I used those materials and found that it's very useful, helpful and valuable. It renews their commitment, and also their identity, which they are as a lay minister. Second, they need to meet their Shepherd or ministry leader regularly. It's also very helpful.

I found that there were two ways to get help when I am trained at a CPE course: group dynamics and Individual supervision. We needed those two approaches regularly, so it was good for my growth. Both are equally valuable, so LPM/PACE ministry definitely need those two approaches, group training and individual supervision, I mean doing PACE at the field, then sometimes training together regularly, and meeting their ministry leader regularly. That's the way to do it.

### **Lay Pastors Ministry & PACE**

Lay Pastors Ministry is a big view in terms of ministry. Let's say PACE in simple form. We say SIBKIS sometimes; See It Big, Keep It Simple.

LPM talks everything but PACE talks only caring of lay pastors, just job description. There are many distinctions between PACE and LPM. PACE talks about one to one caring, but LPM is group caring. The reason is that PACE is one to one relationship, but PACE is related to the whole congregation of the church. To relate to related means, there are many one-to-one relationships in the church; There should be a distinguished leadership; have to have a distinctive system; larger meaning and vision in there. As we see just its definition, PACE is limited in relationship, LPM is whole culture and direction, and expresses its system. On the other hand, PACE is the task of the laity, and LPM is the pastor's job to do. The first book of Melvin is for PACE, second book is for LPM. Two books are different and each one is a perfect picture, but once we see them together, just as two pictures on the wall, those two books look good and make synergy. It gives us more energy, structural energy culture, and a big vision will be made.

One-to-one relationship is PACE. If you want to make some products with it, then you need LPM, which means not individually separated but should be a "common ministry." Then the LPM system covers it and we will get results which are as effective as we expected.

I tried to help more than 150 churches with this ministry. This ministry, as you see that, is a relationship between laity and their pastor. Of course not exclusive for the whole congregation, in some way all of them included in this ministry, they see it, taste it, and involve it. The issue that I found here is not an easy job for pastors; accurately they are senior pastors at particular local churches, not general pastors at any place. They are the people who are in charge of this ministry. I mean they are top people to decide major things in this ministry. Of course there is some level of care for this ministry. Melvin called it, Ministry Leadership Group (MLG) , those who are responsible for the

success or failure of the ministry. Mostly 4-8 laypeople among lay pastors, because others do know about this ministry. And in the other case, at a large church, the associate pastor is in charge of this ministry, but they are only managing this, not doing ministry itself. Even these responsible levels are there, but the very top person is senior pastor. They decide major things, for instance to adopt this and adapt to their church.

So he has to know PACE very well (simple level), and also has to know LPM (comprehensive) if he wants to do this more effectively in his church. But mostly are not understood well, and do not lead properly. The difficulty was that they have an old-mind set, which means they had an old-habit leadership style. Old-habit? Kind of very centralized leadership, but this ministry is not working with that kind of leadership. This ministry is to let them (laypeople) do, it means give them freedom to do their ministry. If pastors are thinking that this is their original ministry but sharing them to help the pastor's ministry is not a proper concept for working at all.

To think well it is a laypeople's ministry and now returning to them because laypeople are called, gifted and equipped, so the pastor has to believe this concept and also believe the laypeople themselves. If the pastor doesn't believe it, lay people couldn't do it properly or effectively. So the pastor's leadership needs to be changed to mobilize them, help them, and equip them to do better than before, and have them grow and mature to the fullness of Christ.

And also they have to know LPM and PACE more in detail if they want to succeed in this ministry because we found that most failures of this ministry are due to lack of enough knowledge and lack of understanding of the senior pastor in this ministry. So to speak, they don't know exactly what it is, how to guide and lead this ministry. I

tried to help churches last ten years with this ministry, of course mainly I visit them and train their pre-lay pastors, LPMI USA is also doing same style thus, senior pastors improve themselves rather than only rely on our Institute too much, if over-relied on to us there, they become weak themselves in developing their leadership and management skills.

And there are many names of designation about Lay Pastors. Original name is Lay Pastor, but depending on their situation and theology, they call them differently. So our respected founder Dr. Melvin Steinborn has written on this issue in one of his thirteen monographs, "How we call them." There, he understood there are many different names in the local church in the States, but he stressed even though they put different names, "the rose should pour out the same smell". For instance, in the States one of the LPM big churches is Frazer Memorial Church at Montgomery Alabama. They adopted this ministry many years ago but they don't call them Lay Pastor rather call them lay minister.

Of course those two names are totally different as you know, but they call it slightly different from the original name, in doing so, many other churches are following their style. Of course there was no problem, because they knew the exact meaning of PACE, and what it is, but it is a little harmful to the other churches, and also their names are already there. Lay minister, in the other section, so it makes them confused without useless. We have to be careful about how to call them. Of course I understand there is some risk of calling them as a lay pastor. Because people think pastors are those who graduate seminary and ordained people.

In Korea, Hallelujah church adopted this PACE ministry many years ago, and were doing very well, even opening a PACE Training Center

in the church and produced more than 1,000 lay pastors. Senior pastor David Kim was arguing with his wife for many years because of this calling issue. David Kim constantly insisted on calling them 'lay pastor,' but his wife was uncomfortable all the time about this naming because many people say this naming is not proper to the laypeople, and told her many times. She talked to her husband about it but David Kim was not giving up calling them "lay pastor" because as Melvin said, the naming is very important, it changes people's mind and soul, and also their identity as to who they are. He understood the meaning of this ministry exactly.

### **Melvin's double ministry**

Melvin's lay ministry should be viewed as a double ministry. One is the conceptual approach of Lay Pastors Ministry, and the other is the specific content of the lay ministry (PACE). It is considered a consensus of concept and practice. That is, LPM and PACE. As the saying goes (See It Big, Keep It Simple). The LPM of the lay ministry is a big picture, and PACE is a specific ministry and ministry description. LPM can be seen as a forest, and PACE can be seen as a tree.

Let's take a realistic approach. Melvin's lay pastors ministry LPM is a story that reports the entire church. When we say "our church is LPM (Lay Pastors Ministry)," that we are having Melvin's lay ministry. Among them, it would be right to answer PACE when asked what the specific ministry is.

However, the lay pastors ministry can succeed only when these two things coexist. LPM is related to [the concept and whole church of the lay ministry]. PACE is related to [lay pastors and care services]. In a word, the lay ministry is a macroscopic perspective, and the pastoral

care is a microscopic perspective.

LPM is a brand, and it contains theological and biblical concepts, teachers, and paradigm shifts as a whole church concept. In a word, it is a concept that laymen can also ministry and have been called to do it. In a way, the second reformation fits here. The concept is that the pastor or layperson is the same in the priest of all, the same at the ministry, and the second textbook of Melvin contains the contents of this.

PACE is an actual ministry content and is more effective if the above concepts are implemented while being established. In other words, concepts and theories should be supported. PACE is a content practiced by lay pastors. It seems simple, but it's not.

Once it has been the pastors' responsibility to take care of the church members so far, it will be the responsibility of the laity from now on, so-called ministry will be transferred. You can think of the image of handing over your baby to your aunt, which may be a little disappointing for pastors. It won't be easy to give someone the baby I raised and took care of.

### **Yin-Yang of Lay Pastors Ministry**

In Chinese philosophy, Ying & Yang describe how seemingly opposite or contrary forces may actually be complementary interconnected, and interdependent in the natural world, and how they may give rise to each other as they interrelate to another.

Let me put this into our ministry. Lay Pastors Ministry is from the two Scriptures: Ephesians 4:11-12 (Lay Ministry) & John 21: 15-17 (Pastoral care). Most of the seminaries opened classes and curriculums on the Lay Ministry and Pastoral Care far differently. Some schools open

Counselling and Pastoral Care, but extraordinary, Dr. Melvin tried to put these different one together which is Lay Ministry & Pastoral Care.

So in the beginning of LPMI USA putted the name, Lay Pastoral Care Ministry, but later they changed it to Lay Pastors Ministry. In the beginning they focused on the ministry, Lay Pastoral Care Ministry but later they focus on the people those who are doing the ministry, so Lay Pastors Ministry.

Anyway, Melvin tried to put the contradiction of Yin-Yang together. Is that possible? Those two topics are very independent as its own, but when they get together, they make synergy. And also let's see that more in details. If we say only Lay Ministry, it is too abroad to grasp the concepts, it doesn't come into our hand, but when we put Pastor Care on there, and it becomes clear.

For instance, Hallelujah Church has been running the Academy of Lay Ministry for ten years, but people didn't understand for a long time. By the way, finally it is clearly only through LPM/PACE National Conference at their church. Once they put together Lay Ministry and Pastoral Care, then they have the clear concept of the ministry. It was one of the successful results of the conference. So the concept of Yin-Yang makes more helpful sometimes.



## Chapter 3

### **Lay Pastors Ministry in Korea**

I better talk about LPM Korea and LPM in the Korean churches. First, LPM Korea. We formally started in July 1999. I have prepared for 2-3 years before formally launching. I trained a couple of churches with PACE, and among lay pastors a few people started with me. Furthermore, I can say three stages in our staff: we called ourselves "staff" of LPM Korea. First time, 3-4 laypeople came and started together, actually they are founding members of LPMKorea. I trained them at their church, and they became our staff. Soon I mean they understood, and they think this ministry is meaningful, and through this they might grow, so they came and still stay with this ministry for 15 years, for longevity.

We met together almost every day and every week, talking about this ministry, vision, practical strategy for local churches and national level. Through one staff member, Rev. Lee, another person came to our office, he was working part-time at Christian Newspaper. Actually then he came to interview with me about this ministry, we talked a lot about the ministry, and finally he became our staff. Through him, I can write columns in the newspaper of this ministry every week regularly for the next two years, almost 100 times of columns...of course with my photo, people got to know who I am and what I do for churches. Through his help, we can advertise our seminars and conferences. And one day, I got a phone call from a publisher that told me they want to publish my translated book of Melvin's, Can The Pastor Do It Alone? Then I told them I don't have money to publish so they said they can publish with their pay, so it was published smoothly. At the final stage Dr. Sangbok David Kim proofed the whole

manuscript and then published 2000 copies at first. It was 14 years ago, in the year of 2001.<sup>3</sup>After LPM institute open in Korea( July 1999), the first national conference was held in 2,000, and the following year we published formal book and sold in public, e.g., our books jump into every Christian book stores in Korea, therefore ,many people got to know this ministry.

Through columns of every week, book published, seminars here and there, and communicates quite often with Melvin, our ministry was growing, and right after conference of Hallelujah church, they opened PACE Training Center in the church, so in the next 10 years they trained and produced more than 1,000 lay pastors. After conference, pastors David Kim himself taught pastoral staffs, Elders group and deacon/deaconess group in turn, most leaders of the church understood what the Lay Pastors Ministry with PACE was .After they have officially opened PACE Training Center aftermath.<sup>4</sup>

At the Training Center, they trained twice a year, spring and fall semesters, and fifty people are in each term, so formally produced 100 lay pastors every year. I have visited once a while and taught them with special topics, so the Center and our Institute cooperated very well. Once we held our Institute national conference we invited those teachers from the Center, and they gladly came to teach some workshops. Especially senior pastor David Kim and Elder Lee who really helped our conferences.<sup>5</sup> While we were cooperating, two people from Hallelujah Church were involved in our Institute; Rev. Jongtae Kim and Rev. Kwangseop Jung.

Rev. Jongtae Kim was a chief associate pastor at Hallelujah Church and Rev. Kwangseop was a deacon. As they joined our Institute, we grew together; even Rev. Jongtae got Doctor of Ministry of Lay Pastors Ministry from the Fuller Theological Seminary, Pasadena LA, USA. He has a lot of experience from Hallelujah Church so he put excellent

resources into our Institute, we got many benefits from him, and we were teaching together every seminar, conferences for many years, and he became one of the professors at PACE school, Nagaland India.

I guess three or four years later, our Institute needs to open its own Training Center, so we opened a separate room which is attached to the National Office. We have trained many pastors and also lay people there. And some of foreign students who are studying in Korea came and trained with Melvin's first and second books, Lay Driven Church. It was small fruits but very significant for the future ministry. At the Center three important people came and studied together; Rev. Park, Rev. Jang and Mrs. Rev. Jo. For instance, one day Rev. Park called our office because I had translated 2-3 Preaching books into Korean, he saw books at the store and called me the man who translated those books. He wants to know more about preaching. He came and talked, then he got to know about this ministry, and trained at our Center, then he became our staff very soon, he still works with LPM Korea. He is a very talented person whom we needed to upgrade materially and strategically.

Rev. Jang, and Rev. Jo. These two people are very precious to LPM Korea. I already got to know Rev. Jo. She was studying the English Bible many years ago with me, and still had a good friendship with each other, I invited her to join our ministry, and soon she took Rev. Jang was a classmate at Westminster Graduate University in Korea, and actually three of them came into our group at the same time. Through them our ministry almost blossomed. They have developed nearly excellent materials and resources, even Rev. Jang made 350 pages of Power Point from Melvin's second book. It's amazing. We still use his slides in Korea and School in Nagaland, India.

I used to teach the PACE Training Manual in English at our Training Center because sometimes many foreign students come and study. I

became familiar with the English PACE Training Manual, so I visited here and there to meet foreigners. On the way to those visits, I met Dr. Timothy Kaping who came from Nagaland and studied theology in Korea, actually changed his nationality to Korean because of his marriage with a Korean woman. I met him at one church where I teach English PACE. He loved this ministry especially on the concept, "love with skin on." Since then we were working together with foreigners, we met many and trained them whenever we had opportunities.

Later on we started PACE International Fellowship (PIF) which means we needed to meet regularly, we met every Sunday afternoon, there we studied PACE regularly, and later on we had an English worship service on Saturday at the Vine church in downtown Seoul. The Preacher was Pastor Aloto, after worship service we studied PACE. Aloto was one of PACE students and he studied for Th.M at Seoul Christian University (SCU). He also came from Nagaland (India), so I suggested the Vine church to invite him as an English preacher. When he almost finished his study in Korea, he was little worry about what he is going to do when he come back to his home land, Nagaland India, so I suggested him to think and open the PACE school, finally we opened together a school called PACE International Seminary (PIS) at Dimapur in Nagaland(India).

### **LPM in the Korean churches**

As we know, American Presbyterian missionaries and Methodist missionaries landed in Korea in April 1885 so the Korean church is almost 130 years old now. They came to North Korea first and later moved down to South Korea.

First 4-50 years we tried to root Christianity in Korea, and then Revival Meeting (1930-50s), then Bible Study (1950-80s), and then Church Growth (1980-2000). So our Korean church has grown enough, we can say, of course there are a lot of non-believers now, but in terms of the church itself, they grew very much. In the 1990s there was some phenomenon which was focused on the lay ministry. Because there is two issues: 1) lay people grown up enough, so they want to do something for God and also for Church; 2) They are unsatisfied with the present situation in terms of their competency; 3) Many ministry paradigms came from the States, I can say they are imported.

I remember the first ministry paradigm is Cell Ministry (CM), and soon Natural Church Development (NCD) and then ours Lay Pastors Ministry (LPM). As you know, Cell is a small group movement, NCD is a church health checklist and LPM is a lay pastoral care system. All of these three ministry paradigms helped Korean churches last 20 plus years. Other two paradigms were also good, but our LPM is really focused on lay people's ministry especially on caring. Our strong point was to give ownership to lay people. Of course there are many characteristics in our ministry.<sup>1</sup> So churches easily accepted our ministry system. Why do they accept this ministry? I found that there are strong points in the ministry. Above all there was a paradigm shift. It was really workable! Lay people want to do something and wait for something eagerly, when they get this they could be lay minister, lay pastors even though they have never gone to theological school, later on, they were satisfied just like other ordained pastors. It gives them confidence in themselves. As we know Maslow's ladder theory, at the last stage people want to get self-esteem. What is that? They want to feel worthy of themselves which mostly comes from challenges. So they jump into this ministry and gladly take a risk. Also this is God's ministry so no question to go for it. It makes them involved very

quickly. Mostly they like this ministry. However, the matter was that they are not competent and not ready to do what they might think.

And also in the other point they envy the ordained people. They look up to them as superior than themselves so they feel inferior, but through this ministry that mindset can be overcome. Finally, they respect each other. Their pastor more than before because they got this vision and ministry was permitted from their pastor.

How about pastors? Why do they accept this ministry? They also learn something from this ministry and open their eyes to this world to do new ministry and change their leadership style by using their real leadership. I mean they used it generally but now they use it very practically and found this ministry is effective to the church growth directly. It gives them a clear destination for future ministry. Many people complain about their church because they see and hear about other churches, but through this ministry those complaints are stopping slowly, because people are more satisfied than before. Also pastors wanted the exit to get out of the present situation. Korean churches, 15 years ago, almost stuck on the wall with no way out. They were longing for this kind of ministry for many years, how they can get out of those dilemmas, so they think they found the answer from this ministry.

How about churches? Because fellow Christians and pastors changed something, churches are ready to accept this ministry gradually. And also I have already mentioned the change of church culture. Firstly, the purpose of this ministry is to change church culture, people see it with their eyes, so they are mostly glad and thankful for this ministry. Culture of caring, accepting each other was made, so naturally the church became warmer than before, it is a direct way to church growth.

They agreed to its concept, philosophy. As I work for this ministry, it happened naturally to meet foreign students those who came to Korea for theological studies, so we have shared, studied one another of this ministry and trained them especially with PACE Equipping Manual which is developed by Dr. Melvin, and they agreed to its concept, philosophy, and training process, so they invited me to visit their countries, and thus I traveled many countries, equip them (pastors and laity as well) with this ministry. Through that opportunities I used to accustomed to other countries, and finally I had helped to begun two Seminaries; one in Nagaland India in 2015, another one in Kenya Africa in 2017. Both seminaries are running okay and doing their own tasks what they have to be done. Especially Seminary in Kenya is now trying to shift it to university. I am also helping for this long-journey project. In some sense this book is written from experience of our co-working Ogill and me for making Melvin's University, which is now completed and opened it. I hope once I finished this book, the university built completely and got Accreditation for the government of Kenya. That's my prayer request.

I was thinking a lot how to get things done, because in those days I have read many books on the leaderships, management, so on, and those resources help me to start and ended up successfully for two seminaries. Nowadays I am reading and using more updated resources for making Melvin's University in Kenya. I will write down what it is in this book.

## **Conferences in Korea**

We, LPM Korea, hold five conferences and of course LPMI USA holds it more than 20 times because they have done this ministry for more than 30 years. Why do they need conferences, and what is that?

Conferences regularly are important for churches and also for us, headquarter because we will get some benefits from the conference. For instance, lay pastors at local churches come and refresh their ministry. After a few years of the ministry, they feel boring and they want to know more new things and want to see what and how other churches and people are doing this ministry, they really want to attend annual conference regularly, that's why LPMI USA hold conference last 30 years because LPM/PACE churches in the States need to upgrade their ministry.

Once they come, they learn from workshops and talk with other churches' lay pastors and listen to how big and small churches are doing this ministry. Through attending the conference their commitment and motivation renewed. Because they think they are not only doing this ministry but they found many other churches are doing this ministry, and also they are eating, and talking together so they feel they belong to this big family.

LPM Korea started it from the Hallelujah church's conference in June 2001, since then we got the baton from them and the following year, we held our own conference in 2002. Already I saw US conference in April 2000, and Hallelujah church in June 2001, I had confidence to held it, one of our network churches hosted the conference, and it was quite successful, then even senior pastor's wife of Hallelujah church, and some of PACE trainers came from there and taught at workshops, it was really encouraging for us.

On top of conference itself, during the preparation of the conference it was very useful and helpful for our ministry, in some sense Preparation is much better than the Conference Itself, because the conference itself is helping local churches, lay pastors, and also attendees, so it is exactly not helpful for us, Institute. Only through the Preparation time, mostly one year, we, ourselves, grow a lot.



Above all, we needed 25-30 workshop leaders from all of PACE network churches, and I found they love to come and teach what they have in mind, for instance their experiences between good and bad and these sharing was really helpful to the listeners in the workshop class, because it's real stories. So I can develop many new leaders in this ministry and once they come they take their congregation with them, and their congregations are very proud of their pastor because they are the conference teachers. And we headquarter can check out those ministries working good or weak and if they have any problem, we also find how we have to help them; those churches and develop resources adaptable to each of them. We find what they need at the next conference one or two years later? I have learned a lot once I first attended St. Louis in April 2,000; there at the ending time of the conference they announced Venue of the next conference, mostly 2 years later. They have conferences every two years, in the last week of April. It was their policy and I found it is wise strategy, because even I right after conference waited for attending two year later conference, so easy to remember April in the even's year. Therefore Korea has decided to hold conferences every odd year.

Conference is an important event in the Lay Pastors Ministry. I have begun to attend International conferences in the States since 2000. LPMI USA holds a conference every other year, the end of April, since they started this ministry 30 years ago. It was a really big shot to the LPMI USA's ministry all the way. All of their energy put the preparation of conference, they even prepare two years ago, means right after conference, especially at last moment of conference, at evening banquet they announce next conference's date (fixed the last week of April, even year) and venue, so people remember when and where to held next conference before they disperse. So, LPMI USA began to prepare for the next conference which will be held in two years later.

In April 2000, I first attended the St. Louis' Conference with Hallelujah church people, I met Dr. Melvin and other leadership team of LPMI USA there. And our LPM Korea Institute opened on July 1, 1999, so it was my first time to attend, and it was really impressive to get fresh air, and then I thought to ourselves, LPM Korea will be held just like their style.

Since we came back from St. Louis's conference, Hallelujah church and we, LPMKorea Institute together began to talk and prepare to hold a conference in the following year, June 2001. So Hallelujah church hosted and we Institute invited General Secretary of LPMI USA, Tom Parrish, because Dr. Melvin was old and a little sick so he couldn't fly the long journey from Ohio USA to Seoul Korea. The conference which was held at Hallelujah church was really successful because Hallelujah church prepared a lot<sup>1)</sup> and spent a lot of money to hold the conference. Anyway LPMKorea started to hold its own conference next year (2000), usually in June every year after. Through conferences held every year, we have grown up.

So, why are those regular conferences important?

For Senior Pastor: They will meet other pastors of LPM Network churches. They will talk to each other and sometimes with us, staff of LPM Korea, and share their questions and worries, and may check out their present PACE ministry.

For Lay Pastors: They will meet other Lay Pastors of other churches, some who came from big churches and also from small one. For instance, the pastor's wife<sup>2)</sup> of Hallelujah church often came to our conferences and encouraged those pastors and laypeople. She has done PACE ministry many years, and very well, so she knows that something important.

For church: Churches are motivated through the event of conference, church has a chance to see and to accept this ministry than before.

For Headquarter: To prepare for the conference we, LPMK Institute, are busy gathering materials for the conference, selecting workshops, recruiting teachers, and reviewing past conferences. Through the preparation we developed new Network churches, new pastors, new teachers, also contracting to some professors in the area.

### **Staffs of LPM Korea**

Staff people are very important to this kind of ministry. Every organization has a different concept on staffing, but I think our style is good. The reasons are these: I found that everyone has strength at some point. They have spiritual gifts, better to say "talent" in some areas. Some teach very well, some make excellent fellowship, some have very reasonable thoughts, some have a very structural system of their brain, and some are very quiet so there is no mistake. As we see there are various people in the world, even in small organizations, we need many kinds of different people.

Two major issues in this point:

Number 1: When I started this ministry Dr. Melvin advised me, "You can't do it alone, if you want to cover all of Korean churches, make a team for the national level. "As we know he developed the monograph on "Leadership Group for Lay Pastors Ministry" in the local church. Even though this monograph talks about local churches, it is good for adapting to the National level, so I used it to make Staffing for LPM Korea. There could be many different names for those who are working at the national level, but we put the name "Staff" for LPM Korea. Since Dr. Melvin wrote at Monograph, I told people around me

to join as staff for Korean churches, so people came into our group one by one, in the beginning just three people started the Institute but later on it became 11 people. I found that less than five people is a little weak, and more than 10 people are a little difficult to work together as a core team, so I tried to keep the number 8-10 people all the way.

Number II: I tried to get family consciousness among our staff members. I told them many times, ""we are family." I still have it on my mind. That's why the "Staff" concept is the best for this kind of ministry. They don't leave LPM Korea easily because they are here to help Korean churches (clear goal), and we are family (inside culture).

Every member was a volunteer, I mean no salary at all, even our full-time staff in the Office, including me, and was not paid all the way, last 10 years. We eat together, sad together, happy together, think together, and even they couldn't sleep well once we have a problem to solve, assignment to complete and longing for success, in some way they have enjoyed those problems, challenges, tasks in front of them. Since we have a family and team concept for specific missions it was possible.

I really appreciated their investment of time, energy, and even sacrifice which was put into this ministry, for helping Korean churches. We have done very well and hope other countries have this kind of team in their ministry. I appreciate Dr. Melvin who guided us to do that, and LPMI USA which is still modeling to the rest of us. They call them "Board members" and we know they are working for the International level. That's why they call themselves Board members.

## **Hallelujah church & LPM Korea**

I got to know Hallelujah Church in terms of Lay Pastors Ministry in fall, 1999 right after formally opening LPM Korea Institute (July 1, 1999).

I sent fax to Rev. Sangbok David Kim, the senior pastor of Hallelujah church which is prominent in Korea to invite him as member of Theology committee for our Institute, because he had already LPM Academy in his church more than 10 years, so I approached him to join with us.

Then he called me and asked for more materials on the Lay Pastors Ministry, and he was interested in this ministry and asked me to meet his associate pastor in a few days, I met Rev. Jongtae Kim who was chief associate pastor at Yangje Torch Trinity Mission Center in November 1999. Rev. Jongtae said Hallelujah church's people want to attend LPM International conference in the States, so we went together to St. Louis' International conference in the following year, April 2000.

Since they came back from the States, they began to prepare for the National Conference in the following year, June 2001. Finally, the first Conference of Lay Pastors Ministry held at Hallelujah Church in Jun 2001: 1) It was a successful conference and was a really historical event in Korean Christianity; 2) Most churches got to know about this ministry; 3) Our Institute started a stronger and more productive ministry since then. So I was so busy visiting churches and equipping them for the next many years.

I appreciated Rev. Sangbok David Kim and Hallelujah church, Because we were working together as partners in ministry, between church and Institute. After successful conference, the church and our Institute work together very closely, they made synergy because they are local church and we are parachurch nonprofit organization, so it was really good combination for the common goal, "to equip the saints for the work

of ministry," and we were happy and satisfied to work together. They developed LPM, especially PACE Ministry at their church and made brand PACE in the church, about 6000 people heard PACE almost every Sunday, every occasion in 10 years. It was really amazing, we LPM Korea also were busy to help Korea's local churches, and also many churches believed us, LPM Korea, and even I because they know we are working with Hallelujah Church and also with David Kim very closely and some believed LPM Korea and his church are one family.

Sometimes they see me as a person of Hallelujah church, it wasn't bad for me to approach, extend, expand, even overseas because people think I am working at Hallelujah Church as an associate pastor. Because we have an Institute, and we had a good relationship with the church which implies becoming a model of Partners in ministry as a local church with a parachurch organization.

On the way we work together, Hallelujah church helped us financially since 2000, they helped our Institute more than 10 years until he retired (probably in the year 2010 at age of 70), LPM Korea were working for churches without any big financial problem, and also they helped us personally, very supportive. It was the heyday of our ministry. Even right after the Conference, they opened PACE Training Center in the church and more than 1000 lay pastors were commissioned, in the end they worked for every corner in the church as a PACE minister, I can say, it was a really successful case.

And the PACE Training Center and our Institute work together more cooperatively, we grew together, helped each other, shared resources with each other and they have bought and used our translated textbook at their Center for more than 10 years, which was very helpful for our Institute's financial states. On the way, I read the book *The Prospering Parachurch* which I got a lot of ideas to adapt to our own ministry. Through a good relationship with Hallelujah, I also got

manpower from them, Rev. Jongtae Kim, Kwangsup Jung, Haekyung Yoon, and staffs of PACE Training Center and more excellent people joined to LPM Korea to work together for more than 10 years, that's why LPMK ministry was growing and helped hundreds of churches in the next 10 years.

Then through the years, my leadership was enhanced, our staff grew, overseas ministry was expanded to many countries, and I got a Ph.D degree and also postdoc positions at Yale and Oxford University.

Now LPM Korea helped to establish PACE Intl Seminary (PIS) in Nagaland India. Thanks God and everyone who was involved in this wonderful journey.

## **Partners in Ministry**

I used to ask at the beginning of my teachings on lay pastoral care, "Do you think of yourselves and your pastors as 'partners in ministry?'" Not even one elder, deacons, deaconesses and other laypeople thinks about being partners in ministry. Most see themselves only as helpers who assist their pastors in doing their ministry.

Pastors think the same way church members are their helpers, assisting them in their ministry. This old way of thinking leaves churches, the Korean Church included, with minimal growth and in need of revival and spiritual maturity. Something needs to change.

Some pastors and church members are changing. One large church in downtown Seoul has taken the motto for the New Year, THE CHURCH OF PARTNERS IN MINISTRY. It is already known as a discipleship-making church. James Garlow, pastor of Skyline Wesleyan Church in San Diego, California wrote the book, Partners in Ministry (1998). The list of churches include the six-thousand-member Hallelujah

Church in Seoul, where Dr. David Kim started a Lay Ministry Academy in 1990, and the Frazer Memorial United Methodist Church in Montgomery, Alabama, which has over 5,000 members engaged in various ministries. Many internationally known individuals and parachurch organizations are committed to lay-clergy partnership: Dr. Paul Stevens, professor at Regent University, Vancouver, BC, Canada; Professor Greg Ogden, Fuller Seminary, Pasadena, California wrote, *The New Reformation*, in 1990; Dr. Robert Slocum (layman) wrote a book for laypeople, *Maximize your Ministry*(1990) Dr. Melvin J. Steinbron brought laity and clergy into partnership for congregational care by developing *The Lay Pastors Ministry* in 1978 in College Hill Presbyterian Church, Cincinnati, Ohio. There are many more.

Dr. David Kim says that God gave the Church an important concept in every era throughout Christian history (PACE Seminar, 2004): Luther/Calvin era (The Reformation) Romans 1:17, the just shall live by faith Wesley era John 3:16, God so loved the world.... Our era Ephesians 4:11-12, Pastors...are to equip the saints for the work of ministry. The "something" that needs to be changed is the concept of ministry, changing to this God-given concept, that pastors are to equip their members to do ministries reserved exclusively for clergy in other eras. This revolutionary change is saving the Church from its stagnated growth, lack of passion, and arrested maturity. Among the many ministries pastors and people are doing in partnership is the ministry of pastoral care. The organizational structure we know it by is *The Lay Pastors Ministry*.

Just what does partners in ministry mean? Jim Garlow gives us some understanding at the end of his chapter, *The Biblical Basis "Layperson, pastor, you are both ministers. God has called you to serve Him, to share His love with others. As lay people and pastors, we are partners in ministry."* Partnership does not mean that laity does everything



pastors do. The distinction between the two is function, not essence, based on what one does, not on what one is. Both church members and pastors are ministers. The main scripture for this truth is Ephesians 4:11-12. The ministry of pastors is to equip the people; the ministry of the members is to do what they are called, gifted and equipped to do. This is the meaning of partners in ministry.

I find two themes in this scripture: 1) equip the saints; 2) the work of ministry. The first is the pastor's function; the second is the people's function. The equipping act brings the pastor and people into partnership for caring for God's people. The result is in verse 12 the Body of Christ is built up. The building up of God's people by caring for them requires partnership because neither laity nor clergy can do it without the other.

Up to now pastors have been doing ministry, laity have been receiving ministry. As partners in ministry they both give and receive ministry. This is a new discovery!

The Lay Pastors Ministry is the ministry to which God called me in Korea and other places in the world, even the USA. I am a pastor equipping other pastors and lay leaders to equip their members to do the ministry of pastoral care in their individual churches. Also, as director of the Lay Pastors Ministry in Korea, I bring pastors and lay leaders together for ongoing training and interaction at seminars and conferences.

I have been doing this ministry for more than ten years in Korea and have discovered that it adapts to local churches very well. One of the outstanding churches is Hallelujah Church, one of the most beautiful in Korea, which has over 6,000 members. The senior pastor, Dr. David Kim had the concept of Ephesians 4:11-12 for 10 years, waiting for the

practical tool. The Lay Pastors Ministry is it. As partners in ministry, we held our first Lay Pastors Conference ever in Korean church history.

I am finding this ministry to be good for pastors, laity and the congregation. They become partners in ministry, church culture changes, people are mobilized, and, as one pastor told me, my church has become a happy church. No clergy is Omni-competent! One may be effective in some areas of ministry but not in others. Yet, if congregations are to grow numerically and otherwise, ministry must never be the domain of ordained clergy, but it must be shared with the laity who can bring varied strengths and unique creativity to any task!

Lay involvement is healthy in terms of one's personal growth as well as the corporate development of the congregation. However, before lay ministry can become an ongoing reality in a local church, the ordained clergy have an imperative task to fulfill among the members, namely, to equip the laity for ministry. Such is the mandate of Ephesians 4:11-12 regarding pastor-teachers. No church will fully succeed in its mission unless this prescription is obediently exercised and fulfilled.

God Himself intends that clergy and laity be partners in ministry. Historically there was never any distinction between these two classes of God's People. The laity will positively respond to any appeal with places significant areas of ministry in their charge instead of mere "ecclesiastical trivia" which as often passes as "lay ministry."

In the work of the church, according to Dr. James Kennedy, for too long people have been content in "letting ecclesiastical George do it." After all, pastors are full-time paid professionals, the true functionaries of the church. They have the training, the time, and the tools for ministry! (Melvin, Network News, No. 16, p.41) On the other hand, many ministers have feared their laity and are intimidated by the

capabilities of some lay persons which may surpass their own. Therefore, they prefer to do nearly everything in the congregation, instead of delegating to the laity what their gifted-ness from God enables them to fulfill with great effectiveness in and for the Body of Christ. Anyone who is desirous of seeing growth in the Church, and wants to be obedient to biblical mandate concerning the ministry, must eagerly embrace the concept of a vibrant laity engaged in all facets of Christian work. How, then, do we reactivate God's People? How can we help them vacate "The Comfortable Pew," to quote the title of a book by Canadian Pierre Berton? It's here that pastors must take the initiative in their congregations, in a variety of ways: (1) Begin with the existing leadership, i.e. members of the Session, Consistory, Church Council or whatever you may call your spiritual overseers. Train them, encourage them, and invest yourself in them as Jesus did on His twelve. Spend enough time with them each week. Take them on a variety of functions and disciple them for teaching others also, cf. II Timothy 2:2 (2) Gradually recruit others for a variety of ministries and provide appropriate training. Only when they know they will be equipped for ministry will people be willing and ready to respond affirmatively to our challenges for ministry involvement. (3) Affirm the work being done by the laity personally to them, and publically before the entire congregation. Both aspects are essential! (4) Dramatize, continually, the importance of the ministry of the laity, by showing the multiplicity of tasks available, for which training can and will be provided. This can occur through preaching, vocal and printed announcements and other challenges to the congregation. (5) Engage, at the earliest possible convenience, the services of lay persons sufficiently trained, whose capabilities have already been tested, in equipping others for ministry. Not only for salvation but also for ministry, spiritual multiplication must remain the goal! Professor Paul Stevens of Regent University cites three models of lay pastoral care ministry in his book, *The Equippers Guide: Lay Pastors Ministry*,

founded by Mel Steinbron; Stephen Ministry, founded by KenHaugk, and Caring Church, founded by Howard Stone. These pastoral care ministries and many other types of lay ministry are built on the Biblical teaching about being Partners in Ministry

### **There will be a lot of benefits to us**

Above all, we need to get the mindset that lay people are equal with us, pastors, and they are given spiritual gifts, and also they are competent. As I read one article that says, a long time ago only a pastor at a village graduated from a 4 years college, e.g., theological school, so he is almost the boss in the village because everyone respects him.

But it was a hundred years ago, now it is not that anymore. Most lay people today finished college or university; of course, some people from the remote town do not study college at all. So the pastor alone is not only the boss anymore. And if we say ordination here, actually its different function of ministry not offices. If we look at Melvin's second book, there are more details about this issue. And If we think the ordination too much, we still live in the Old Testament era that Chief priests and ordinary people were there, because only Chief priests alone can pray to God at those times. But we are living in the New Testament era, so today's many new paradigms of ministry suggest, "New Testament Church," because still some people living in the Old Testament era even now are in the late 21st century.

If we think in this new way, our leadership will change automatically. To change leadership is not easy. I still remember that someone said change is just like having a gun in front of our mouth to kill ourselves. It means change is threatened to almost kill ourselves. I can say here that as much as we get danger of change, we will get more

benefits. No pain, no gain! What's that mean? As much as we get into difficulty, we will get more, so it's the same in changing. Dr. Melvin also said, "No change means death; radical and sudden change also means death. Balance is the key." Please remember again: One famous and experienced pastor told us, "if we give One to lay people, they give back to us Two." Once we take risk to give ownership to laypeople, there will be a lot of benefits to us.

And through this process, we pastor and laypeople will be growing. What is growing and how we get it. As we all experienced, through difficulty and taking a risk, we grow a lot. On the other hand, why do lay people not grow? This is a more correct question I think. Most of the pastors complained about their people, saying "we are not growing." Why are there not? I think they don't have difficulty in ministry which means they need to strive something for God and for the church, therefore not challenged to them, so no growing. If pastors try to change themselves, laypeople will see it, and they will also try to accept the change.

So pastors have to prepare themselves, they need to study not only Bible, theology but also interdisciplinary for themselves. Most of the pastors are reading books, but limited, that's why they couldn't accept it widely, they need to prepare a variety, and I mean they need to get very useful resources for themselves. For instance, as we have known the father of management Peter Drucker, many churches study his books, why? There are many good talks, ideas, insights for our ministry. He is not a pastor but just an ordinary layperson. I was so interested in reading that the mega-church's pastor invite him to their church and listened to what he said. Even Drucker was teaching at a mega-pastors' group. Pastors can change through those studies.

Change of leadership is important, and pastors have to change their training style. Traditional training style will not work for today. I am

talking here about the training system, and mostly we have trained only with text books, I mean training booklets even in the classroom, and people want to change themselves, however those times are gone, it's not working anymore. People know well, but they aren't involved in the ministry, so the leader's job is to involve them in the practical action and through that they feel difficulty, and then they are wrestling to overcome the problem, through that progress they are learning and also growing. Perhaps not only with a written training manual in the classroom but also with practice, therefore we have to make that process system, and without it our ministry doesn't work and people will not grow. That is the leader's job to do, let people do it.

And also feedback is a necessity. Without feedback, people don't know what they are doing if it's ok or not. People want to know what they are doing is ok! Once I took CPE, the supervisor's feedback on our paper that we submitted to them was very helpful, some supervisors gave us feedback with writing a lot while others just checked and said good, done, and so on. Even though they didn't write a lot, it was helpful for us as students, as a learner.

At Lay Pastors Ministry, there are lay pastors meeting regularly. Regular's meeting of whole lay pastors is important; there we share our experiences and listen to others. At this meeting we are learning a lot because there are a lot of difficulties to do in this ministry; we want to learn how others manage those problems. Even Melvin has written about difficulties at one of the Training Manuals. Anyway, through these practical experiences we learn, and we grow. Leaders have to give them these opportunities and continue to develop more ideas on this.

There are also some uncomfortable issues in this ministry. We call it

"paradigm shift." To change our previous thought is not easy, because we used to have those habits last many years, I heard some ministry say "don't come over 50 years-old." I guess they think those old pastors are not easy to change their mindset, and also in some sense they don't want to change their style. The difficulty in the ministry of LPM is giving the ownership of the ministry to the laypeople. First when it is given to the laity they will make many mistakes as we have to wait until they realize and learn, and mature through those mistakes. They will learn and grow. If the pastor couldn't wait for that period of time, laypeople will never grow up and will stay at baby level forever.

One pastor complained to me that his congregation, even leaders, just like elders and deacons, never grow up. He said he taught them, preached them for the last 20-30 years, but they are the same yesterday, today and also tomorrow, he confessed. What is that? Why are they not growing? That's neither a laypeople's problem, nor their responsibility. That's the pastor himself. I know its pastor and the church. He never trained them properly, and even he never gave the authority to laypeople to do something, so they couldn't grow. He wants to grow his church, but in some way he doesn't want to grow his church. Am I wrong? No. It's true. He complained about his congregation not growing, but as you guess he has been making them just like that.

I understood why he couldn't make it. I got to know what it is. First of all they don't know what to do; and second, they were never trained to motivate and give freedom to the laypeople. As you know, if there are problems at church, that is the pastor's problem; if there are pastors' problems, it is the seminary's problem; if the seminary's problems, that is the professor's problem. I am sure I am right because I found those steps many years ago. In the end, the professor

didn't teach students about those things that will happen to them very soon. So when they, pastors, realized they have some problems in this area it was already late. Therefore, they are taught about it.



## Chapter 4

### **How to start and progress?**

I have experience two in this topic: National level and local churches. At national level We, LPM Korea, formally started in July 1999. Of course we spent 2-3 years to prepare because we have to translate English materials into Korean; two text books, four manuals and three reequipping, those materials are developed by Melvin Steinbron. And also during we prepare to start, I have taught 2-3 years at Sungkul University with two books before startup our ministry. Then I was an associate pastor at 100 people's church in Seoul. Our senior pastor told me to train our people first because I have translated it into Korean, so I have had equipping experience at my home church first, of course there were some mistake to me and also to our pastor because we both didn't have experiences in this new ministry, new approach. It was just some mistake and learned something for the future ministry.

During that time, I remember it was around 1996-97, I was invited many churches to do equipping seminar for their churches, but I was uncomfortable because I was belonging to local church as an associate pastor, so couldn't go out freely, finally I stop belonging the church and get out, opened organization called it, LPM Korea Institute. I was totally free to go out and visit churches and doing seminars for pastors and denominational gatherings. Next year, April 2000 I went to St. Louis with a group of people from Hallelujah church, since then we, Institute, and Hallelujah work corporately very well. About ten people including assistant pastor from Hallelujah Church have attended

LPM International Conference for a few days. Before we fly to USA, the church had decided to held conference in the following year (June 2001), so people needed to go and see what it really is and how to held conference.

The reason was that senior pastor in those days, Rev. Sangbok David Kim wants to show the people what the Lay Ministry is, because he taught and preached last ten years but still people don't understand exactly what it is. So he want people go and see. so we attended and came back then prepare to held conference. The following year, June 2001, we LPM Korea and Hallelujah together, church held conference for two days. Three main speakers: Rev. Sangbok David Kim who was the senior pastor of Hallelujah church; Rev. Hanhum Oak who was the senior pastor of Sarang church; and Tom Parrish the Executive Director of LPMI USA. The conference committee invited Rev. Hanhum Oak because he was written the book, Call to Awaken the Laity (CAL), so he has strong mind on the lay ministry. On top of three speakers, there were 10 workshop leaders which is included me. Even we, LPM Korea and Hallelujah church held together, but mostly LPM/PACE concept and theology were deal with.

After conference local church's LPM/PACE ministry actually started in Korea.<sup>2</sup> Most of pastor's telephone number came into my hand, because Hallelujah Church asks us, LPM Korea to take care of churches which were attended the conference and follow-up for them. So I call them one by one, because I want to hear feedback from them about conference. Mostly responded positively but some were just worried about naming of Lay Pastors because this is really new to them and people think Laypeople cannot be a pastor. Only ordained person is real pastor, that's true and many of them think that way. Once David Kim also get this challenge from other pastors then he responded that he use it purposely which means "lay plus pastor" together, he think

laypeople can do pastoring, so he insisted this name, not ordained pastor but laypeople can do pastoral care for the people, so he used to talk at conferences that consistently.

Some participants came from Yoido Full Gospel Church which is the most single biggest church in the world as we know. I called them that they said their people are already doing this kind of ministry but at conference they have learned it biblically and theologically so they were pleased to hear that from the conference.

At local church level, another incident was that I called to pastor at very countryside church, it was traditional Presbyterian church-Samki First Church, and he said it was good conference but it is good for city churches not like his country church, then I asked him "do you want to get this ministry in your church?" He said they need it definitely. Actually I was dedicated fully to this ministry I wanted to visit each of those churches and meet the pastors in person, so I visited Samki First Church because I want to talk to him directly and also want to check this ministry is whether working at countryside or not. So without notice to visit I have visited his church, it was really country, and walk on foot about one hour to get there, but they were out of church for summer camp, so I was waiting for many hours, then they came back. He was not recognized me first who I am, so I explained that I was conference leader then he understood. We talk a lot and slept at his house and talking whole night.

Since then I have visited his church many times for the next few years, and he became one of national leaders and finally went to USA Conference with me, it was first visit to the States in his life, he was so enjoyed. After that they held national conference at their church, also introduced LPM/PACE to his district pastors and denomination, actually LPM Korea started from his church.

At his church, he told congregation about this ministry so they invited me to explain on Wednesday night service, there were about 80 people attended, after explain I trained nineteen candidates of lay pastors, so they became lay pastors and also I have attended there for Commissioning Service in the following week, so encouraged them. They were doing well continually next few years. I think this church is successful on this ministry and also the church was growing, and people grew.

Another incident was KyungJoo Dongbu Church; it's also Presbyterian Church but more conservative denomination. He attended at our conference and I called him so I visited his church, talk whole night and slept there, pastor's house. They have small room for me; of course later on whenever I visited I stayed at hotel. He accepted and agreed our concept and really wants to do this ministry in his church. A month later I have revisited and trained those eleven pre-lay pastors. At the end of my training session, I asked both-senior pastor and lay pastors- about paradigm shift. Asked to senior pastor "to accept these lay pastors as partners in ministry?" he said yes. Then I asked to lay pastors, "your pastor accepts you as his partners in ministry, so are you doing this ministry seriously?" They said yes. So both accepted each other nicely. That's my function once I visit local church.

Other case was a little bad experience but better to write here. It was three hours south bound church from Seoul. While we take break time in between session to session, one male trainee came to me and said, "Our pastor has to change first, and then we might change!" He was almost challenged me and a little angry, so I think their -pastor and him- relationship is not good, so after whole session at dinner I asked to pastor what happen to him, he said he is not glad about his pastoral leadership, so it happens sometimes.

Melvin once advised me not to go to two kinds of church: 1. If the senior pastor does not accept this concept and paradigm shift, I shouldn't go there; 2. If there is conflict between the pastor and laypeople, don't go there, I will make more trouble. I found it is true, so that's why I meet the senior pastor at the very beginning stage, then ask two things, so if he/she says ok, then I train their people.

### **What's the meaning of Twelve Foundations?**

Twelve foundations are excellent for any ministry to startup and for the next few years. How important it is! It was really helpful when I have started this ministry, because it was my guideline and just like the North Star for my destination.

After ten years of ministry, LPMI USA, Dr. Melvin himself discovered and written these elements. Through ministry he thought how they success in this ministry, or how resist the failure, so he developed this. Once I started this ministry in 1999, since he has done already 20 years of this ministry in the States, he had plenty of experiences in terms of success or failure of the ministry. I have followed this guidance from the very beginning, but now for me it is out of date because I have used it very well last 15 years. But I suggest this to the readers again.

It starts with Vision, and finished with Maintenance. Why? Vision is to start, and maintenance to finish line is important. Because it is beginning to the end. For me, it took 6 years to master<sup>2</sup> this progress. So every ministry need this element at least 2-4 years in the beginning stage, later on it will come to you automatically as I have done.

Most of other materials may use for 5- 6 years or 1-2 years, I mean all of written materials of ministry program have focused on how to start and doing next few years. I found nearly every book has written to start up, because I think most of ministry start and die soon, so the materials for longevity is not good for selling and not many people are interested in those stuffs. No user, no production. So start too soon and die too soon, because they don't know how to proceed and don't know what's in the progress, but our respected Dr. Melvin suggested those necessary elements.

The first element is Vision. We have to start at some point, starting line, what it is? We need to get something in our mind which is important for church, for society, or for the people. That is the starting point and moment the vision sprung up. For me the vision came from my teaching at theological school around in 1995. I was asked to teach on the pastoral care (actually it was my major in those days), so I was discovered the book, *Can the Pastor Do It Alone?* I taught them with this book, finally they asked me to translate it into Korean. I still vividly remember the moment that I had strong feeling something compelling in my mind. I think I had vision in that moment. For Melvin, he got some unsatisfied feeling about not equipping his congregation, even three churches he pastored, so he stopped and think again over again, it was his visioning moment, we need those moment even different format individually, so strong vision is crucial to start up.

The next is Ownership. Melvin advised me, literally influenced me, to get ownership. I think there were a few things for me to get ownership in this ministry. Above all I got vision from myself, means from my inside, and then LPMI USA, Dr. Melvin sent me a kind of Certificate of Appointments. It makes me another shot to get more ownership. Even it is only one page of A/4 size paper, it gives us

huge responsibility for the next many years. And then, I got more and stronger on ownership because local churches asks me very much, so sometimes I have visited three churches and equip them in a week, through that training I got more ownership, so I became committed whole of my life for this ministry.

Third is Structure. It should be simple, and it is there just for ministry itself...sometimes too many people involved and, too complicated structure, even in the beginning stage. It makes us more difficulty to go forward, so to have more people more complicate, but is okay much later on, but in the beginning we have to be careful not too much complicated and also not to distracted. If there are so many people involved in the startup, more trouble will be there. So make simple, just like Jesus, less than 12, I am saying 7 to 9 people is reasonable. Startup is important. For instance when we, me and Aloto, started PIS at Nagaland just two of us talked in the beginning stage, and I told him many times that we have to startup first, so just you and me decide and startup, and later on no problem how many people involved in there, but in the beginning, so finally we made it and succeed to startup.

Fourth is Call, and the fifth is Equipping. We, as a leader of this ministry, have responsibility to equip the saints once we startup and later on continuing equipping. There are several of equipping opportunities, not just only equipping at church inside, but we can take them to visit others church those we're doing well and also take them to participate in the regional conference and national conference. This is all the opportunities that they can grow. Actually one LPM/PACE church visited other LPM church that have done more years already than themselves, so there two team of lay pastors met together, shared their experience each other, and I was there so I found it was really helpful for both churches and also both lay

pastors. And also attending at national conference is very helpful. I have attended at International conference in the States almost every time since 2,000 because I am equipped myself many things there, so we, LPM Korea, hold five conferences last ten years so lay pastors from all of the churches come and reequip at there.

Sixth is Communication. There are others: 6. Accountability; 7. Affirmation; 8. Support; 9. Fellowship. All of them are important but I want to talk about #10. Communication. I was thinking a lot about this. When I started this ministry Dr. Melvin advised me to make Monthly Newsletter which is only one page of A/4 size. I followed his advice and next ten years I made it, but not only monthly, even I made weekly, and quarterly, 2 pages, sometime 4 pages and even 8 pages regularly. In the beginning I made it, but later on I realized the Newsletter led me and our ministry, because people were waiting the newsletter so I have to make it, and I need some story to put into there so I have to work continually, eventually Newsletter led our ministry continually, so I really appreciate to Melvin advised me those practical and also precious advice. So I talked same advice to Aloto who is doing LPM India for now. He understood what that mean and he publish it regularly.

Eleventh is Evaluation and, the last one, 12th is Maintenance. This is second most important among those twelve elements. When I teach them I was telling it all the time. The most important element is the first one Vision which makes us to start, and this last one, Maintenance makes us to go continually, this is not big thing but even small things, it's very important because without maintenance our ministry die.

Maintenance is just like airplane which is flying to the destination, so maintenance make the airplane's arrival safely and happily, but most of people are not think it seriously because it looks tiny things and daily



job and also routine which is doing same things almost every day, even every hour. But it is important. Just like marriage life is far different from wedding march, Wedding march takes only a few minutes or longer one is usually about one hour but marriage life is next 20-30 years, or forever, so more difficulty to keep up next 30 years continually, just like that Maintenance is important. I taught this to the students at PIS, and then they were so impressed on my teaching.

### **Institute and local church**

Local churches and we, Headquarter need each other. As an Institute, we definitely need local church which is through my experiences last many years. Why?

For local church, why they need Headquarter? They need someone when they need to talk, to share something in terms of ministry and some related. This is also the function of National headquarter Office, Institute.

Once they think of headquarter, they need to get pride of themselves. They feel they have big brother those who have strong power, competent, ability to solve what they have, answer everything what they wrestled presently. Actually every ministry has problems this and that, just like every churches have problem inside and outside... So when they have it, they feel they need someone who is going to help from outside, especially those who are specialized in the area. They believe HQ people are specialists on that area, so they look at them. For instance HQ of LPMI USA is in New Jersey. Long before it was in Ohio, where Dr. Melvin reside, but now in New Jersey because where Else who manage, operate of this ministry lives there. President of LPMI USA lives in South Carolina. So that's not good for clients, of

course location is not the issue especially for today's situation, but symbolically people expect the top person stay close to HQ, National Office. For me, I was in the HQ Office always, because people expect I am there for them always, and helping them when they needed.

Another issue for local church is that they need upgrade and reequipping. When they need, they need to counsel with HQ. I have done this many years and reequipping seminars for local churches, e.g., for lay pastors who are presently doing PACE ministry. As we know every people, every ministry couldn't stay at one certain fixed level, they want to grow and upgrade, and if they do by themselves its good, in that case they are highly self-disciplined. But mostly, especially those ordinary Christians are rely on training that came and train them from outside, so HQ alert to do those reequipping session.

Second for HQ: Why they need local churches? As Headquarter, we need some field to test our materials, resources, especially those we newly developed materials. When we develop new materials, of course which are derived from Melvin's original, we need to test that is it workable, and useable to the local church for now? Because I found that those from other ministries which is not workable and unused, so they have putted a lot of energy and finance but finally ended up with never used. That's sad! So when we develop any materials, we have to use it as much as we can, I mean we have to develop workable resources, not for just making, but for just necessary materials.

And another issue is that local churches are actually our financial supporters. We, Institute, help them with resources then they help HQ to survive for longevity. This is really true. Without their support, we couldn't survive. Most of network churches know this very well. I mean we are here for them. When I go to them to train, they pay my hotel, training fee, and in addition to fee for resources, mainly text books

separately. If there are 10 lay pastors candidates, I bring 10 books, so they know this is separate charge. So I visit one church to train, they spend around \$500 USD usually. It's good for management of our National Office. I didn't get any salary from Office, so every income just come into Office and using for them to survive, and I have survived last ten years by the grace of God. Of course our Office helped my living.

Other things can get from local church is that they give us reflection of the ministry time to time, and some valuable information of other ministries. I have done focus only on our ministry, so no info of other's, so local pastors give me those different prospective which is helpful for new approach, and also give me new insights to adapt to our ministry.

## **Institute and School**

We, LPM Korea Institute had started in July 1999, because our founding members said this name Institute is very proper for our job, so we thought our organization exists for both: 1) study LPM and 2) help churches. There were many possible names; Institute, Training Center, and School. But we thought Institute is the best concept to start.

I think we were successful as an Institute, means we tried to study materials as much as we can, and adapting those materials into the local churches. It was fit to our intention and desire to our staff, so mostly satisfied with these paradigms of our organization in and out. Basically it improved us academically, theoretically and skillfully on the field.

Then two years later we needed to open a Training Center just beside the Institute itself. We recruited theology students, pastors, and laypeople into our training center, then we studied with Melvin' first and second book. Through the Training Center I got to know many new people, even many foreign students. Through this ministry I was invited a few seminaries, at there, some foreigners were interested in this ministry, so we have told them to make group of people then come to our Training Center once or twice, or several times, and sometimes we went retreat center together, through that events I have touched many countries, so expanded our ministry to overseas, then our ministry were going ok, and go forward smoothly.

In 2006, I remember that when I was at Yale University Divinity School (YDS), in New Haven, USA, as a post-doctorate, I had a strong feeling that we need to make school, formal or informal whatever, so I sent emails many times to our staffs in Korea, I said "we need school, so as soon as I returned to Korea from New Haven we will try to open school, even small and informal schooling system." Our staff understood what I meant. Soon after I came back to Korea we started a schooling system, a kind of private and informal system, of course, we did not have a big and nice classroom, so we shared from our staff's small basement of his church.

Since we have done two years for schooling, then we started a foreigner's ministry called PIF, PACE International Fellowship with Dr. Timothy Kaping who was interested in PACE and trained with me. We then still wrestled to make a formal accredited school so bought the land and struggled to build building...by then, Dr. Timothy and other foreign students who came from Nagaland India told me that how about making PACE school in Nagaland India, it is much cheaper than Korea, so finally we started PACE International Seminary (PIS) at Dimapur Nagaland in July 2015, now the school is going on smoothly.

I still remember vividly why we needed school beside the Institute. When I was at Yale Divinity School in New Haven in summer 2006, I was looking back on our seven years' ministry, so I found two issues: 1) Our staff are no more interested in the ministry as an only Institute; 2) We have used most of Melvin's basic materials up to then.

Those two issues were very urgent for me to change. 1) Our staff are not growing anymore, they have grown up in the last seven years but have stopped growing now, the main reason is that they don't have a new job to challenge for themselves. They know everything that I already know, because we have worked together very closely and shared everything; ideas, insights, experiences, so nothing new to them, even about me, their leader. We want to grow, so I thought this is my job, my responsibility to show, to give them new tasks; if I don't give it to them they will leave me and this ministry soon or late. 2) We need to find new things from Melvin's, and develop new materials, I mean more additional resources, and the most important was that I want to use fully Melvin's materials, but churches are limited to adopt, adapt, to use our resources, I mean they want to stay at PACE itself, only basic Training Manual (32 pages) itself forever, even big church, like Hallelujah church (6000 people) used only the basic Manual last years.

So I thought once we make school we may use Melvin's materials, for instance, second book, Monographs, and make them upgradeable. Churches were not that kind of level. They don't need a higher approach, so I was right that I found PACE school now using every resources.

And another issue was in my mind that the question, "what is the ultimate end of this ministry?" Through checking the para-church ministries in the world, especially in the States, the best option was finally to make school for longevity, and most of parachurch ministry

died, closed down the door in a few years, probably average 5-6 years just like how I felt then, so the longest one was the school. Only as an Institute is not possible to have longevity, it was very clear to me.

For example, George Barna Group, kind of company, they started Barna Institute then they shifted to company, Billy Graham's Evangelical organization finally made school, Garden Cornell Theological Seminary for longevity, in some sense forever, so Institute goes only to 5-6 years and then they die. Company goes for 15-20 years, but school goes far beyond 4-50 years as we know.

Even when the Founder of the ministry has passed away, what's going to happen? Mostly closed down the ministry, of course some takes over the ministry, for instance Graham's daughter Rose took over her father's ministry, but not that much effective like his father, but other many cases were not perpetuated, so I was little worry about not only for me but also LPM in the States, if Melvin dies what's going to happen to them!!!!, and LPM Korea, without me, who is going to take over this ministry? Not easy to take it on their shoulders because this is not an easy ministry for personal lives.

So I thought about this issue many times and told our close staff and explained why we need school, in terms of this practical issue. Mostly understood but some didn't. Anyway, since we started school, these fears, struggles have disappeared, even to LPMI USA, LPM Korea, and all over the world of LPM Ministry. So we are now relieved and thank God to let us open School finally in 22th of July, 2015.

### **Characteristics of Lay Pastors Ministry**

Naming of this ministry: The name of the ministry we are doing is "Lay Pastors Ministry." It means a "lay pastoral care ministry." In other

words, not the ministry of evangelism or discipleship (Matthew 28) but the caring ministry. Evangelism and discipleship materials are already too many, but not enough in caring ministry (Melvin Steinbron said). Someone once said, "Evangelism is men's ministry; Caring is women's ministry." I guess he meant that Evangelism is a stronger, aggressive ministry, than caring itself. Also, evangelism is an extroverted ministry, and caring is an introverted ministry. (It means in the church wall and out of the wall). The purpose of the church is two aspects: Great Commission, Matthew 28:19-20(Evangelism) and Great Chart, John 21:15-17(Caring). These two must be balanced.

Ministry Tasks: Our Ministry tasks are P.A.C.E: Prayer, Available, Contact, and Example. Those pastors who are doing this ministry at their own churches said there have been four phenomenon in this ministry: 1) Church infra; 2) Life style; 3) Church culture, and 4) Ministry engine.<sup>3</sup>

What to call them: There are many different opinions on the naming of these ministers. However, the official name presented from the LPM USA and LPM Korea is "Lay Pastor." The Senior Pastor of the largest church in Korea used this name. How big churches, Korea and the USA, calling them is very effective to the other churches. It is true because they are influenced. For instance, the big church in the States called them "Lay Minister,"<sup>4</sup> So many other churches used this name. Of course, there are also various names in Korea and USA churches: PACE ministers, laypastors, lay ministers, etc.... use of convenience for their own situation, and theology.

The length of training: The length of training is various: 12 hours of training for two evenings; three times; or 12 weeks; depending on circumstances. If they ask my Institute to come and train their people, I found two days in a row, usually two evenings; exactly 12 hours have proved to be the best and good enough to motivate the start-up of this ministry. We may call it "Basic Training" just like an

Army Training Base. Only to change their paradigm shift to be lay minister, and almost ready to do, 12 hours enough and we have done this system for the last 10 years.

Who is responsible: The Senior pastor or assistant pastors are not in charge of this ministry? Of trained laity, PACE ministers, 4-5 people (usually small church), or 7-10 people (big church) will be composed of a [Ministry Leadership Group/MLG] which is responsible for the progress and success and failure. Of course, the cooperation and help, also Supervision of the senior pastor and assistant pastors are essential. If the pastor or assistant pastors are responsible for this ministry, it is exactly the same format of the past so will be inefficient just like the Precedent. When the laypeople are responsible for the ministry then their people see the model of team ministry. I mean laypeople will show the team ministry.

Biblical basis: There are four biblical bases: Ephesians 4:11-12 (theology basis); John:15-17 (ministry basis); I Peter 5:1-4 (realistic base); Exodus Chapter 18 (sharing Basis). Focusing on the Scriptural basis and these are the core scriptures of this ministry.

Not the program: This ministry is not the program but it is the pastoral ministry itself. It was particularly emphasized by the founder Dr. Melvin Steinbron. Most programs are entirely lacking personal involvement but this ministry is totally involved in us and also formed systemically from the beginning to the end, and also well-organized. So we call this, "system of congregational care by laypeople."

Change of the role: The role of clergy and laity has to change. So far, we have thought that the pastor is the one who is only doing the ministry, and the laypeople are passively receiving the ministry. But from now the clergy person is equipper and the laypeople are the



ministers, so the role and function will be changed slowly through this ministry.

Equipping: "To equip the saints (Eph. 4:11-12) should be highlighted. It can be understood by comparison with education and training. In 'education, 'mainly the theory and concepts that are taught in the classroom, and 'training' is actually used in the field and provides the principles and policies'. However, 'equipping' will be seen to provide a [tool] that we can be utilized in the real and front field.<sup>5</sup>

Two text books: First book would be a unique and significant contribution to make the churches consider giving the pastoral care of their members to the laity. I saw that it would also have value for seminary use when professors want to teach future pastors how to equip their members to give pastoral care. Second book is a good and helpful book. It will encourage pastors and churches to equip and partner with lay people in the crucial ministry of pastoral care. "6

Individual Maturity and Church Growth: This ministry is firstly to emphasize the maturity usually many programs look to emphasize on the only growth, therefore its content is weak, and ultimately they become immature. Sometimes we emphasize the result, so people are tired very easily, and also the goal is not done, then they are frustrated. Rather, it is better to focus on the process, and then they will be maturing gradually.

Lay Leadership: Karl George, the Director of Fuller Institute of Church Growth, emphasizes the key of the current church is lay leadership development. He also said the development of lay leadership is directly related to the church growth. I found that over the last many years our ministry is really a good tool to develop lay leadership. Here we are not referring to laypeople's position (Offices), but their role (Function). Despite every ministry aimed at developing their lay

leaders, they mostly think the ministry "itself," not people, is the ultimate goal, so the result is only staying with programmers or managers rather than developing their leaders.

Contents of Training: The contents of the training modules: CONCEPT AND THEOLOGY. WHO NEEDS IT? COMMITMENTS. THE CALL. BUILDING A RELATIONSHIP. ABOUT LISTENING. "BEING" PRECEDES "DOING." KEEPING SPIRITUALITY FIT. ANATOMY OF A VISIT. BEING PROFESSIONAL. CONFIDENTIALITY. DIFFICULTIES INTO POSSIBILITIES. These contents are taken from the first book, and it was selected the necessary ones to produce PACE ministers. Last 15 years, I personally found this training had hit 85% of what we wanted. Of course, one or more elements may be added during the training. For example, the work of Holy Spirit, and Supervision, so on.

One to One Ministry: This is the one to one care ministry. Most of ministries talks one to many, but this is exactly one-to-one ministry. Of course there are advantages and disadvantages at both. For instance, one too many ministries emphasized the group leadership, but personal caring is a little weak on this aspect, and one-to-one caring is strong on the caring itself, but group leadership and group dynamic is weak. I think the best strategy is complement of each other. Both have strength. But we need to see how the personal growth there is.

Conclusion: In the end, Lay Pastors Ministry is "subject to the laypeople so they themselves lead the ministry. " Until now, the senior pastor, assistant pastors have leaded those ministries, and laypeople only help them respectively. But now the pastor is responsible for the training and preparation, we call here, [equipping] the laypeople, and laypeople is responsible for the ministry. Many experts say this format and system is the biblical ministry.

## **Good personalities**

There are statistics that 95% of people who subscribe to life insurance are impressed by the personality of insurance planners rather than the insurance content itself. Some people are good at sales, but many are not. In fact, I buy such sales, or insurance .I often hesitate to buy things. It can be said that I belong to that category.

When I was a seminary student, I had experience in sales as a part-time worker. I've run a book business, and I've sold things. I tried to earn my tuition. Furthermore, I had no experience in that field. In the end, I couldn't sell any of them. I realized that it was very difficult to sell something to a complete stranger.

I think it is a reminder that "rapport" is important in words we know well. It also means mutual understanding, trust, and cooperation. Pastor Melvin, who motivated the establishment of Melvin University, also wrote about this in a letter to lay pastors. What does he mean by good rapport? It was said to be a tool to open up mutual hearts, but he even expressed harmony, harmony, familiarity, and even similarity.

Personality that makes others feel bad, personality that doesn't care about other people's rights, personality that always disagrees, personality that always creates discord. It is said that with this personality, there is a good chance. On the other hand, those who are good at negotiating with others and who are in harmony are more likely to succeed. In other words, it is very important to develop personality and personality. I read Stephen Covey's book over and over again. His conclusion was about Characters. To emphasize this, many examples have been cited in many ways.

Faithful, Available, and Teachable. Can we develop a good personality! I think it's possible. Even if the personality does not change, the personality and attitude can change. I think this is one of the reasons for studying and training. Usually, when you see people who have a bad personality, you find that they were not originally like this, but because of the situation and environment. Of course, it's often used by students, but isn't there a word "Teachable"? It is a concept used as a person who can be taught or who accepts teaching well. The team also uses the initials FAT, which means Faithful, Available, and Teachable.

Then why is good character so important? First, it is very beneficial to yourself. There are often cases where you don't, but you hurt yourself very much. Therefore, it naturally appears in relationships with others, causing double wounds. Furthermore, the number of people suffering from triple or quadruple increases as they show distorted expressions and behaviors in further work processing or all relationships. How sad it is to live by harming people when we have to live by helping them!

Example-what and how different. What is that mean of Example? Can we become an example? How? Is it easy? I found that being an Example is the hardest one among four ministries: P-A-C-E. There are many elements when we think of being an example. In short, example means something to show, something to effect, something to follow, something to respect, and what is the ultimate end of example?

Of course, we can find this from PACE Training Manual. I remember those who are "loving God," "loving church," "loving people," then we become an example. Yes, if we become a loving person, we can be an example, and this is true in part, but that's not enough as you know.

We might think of Jesus if we concluded that Jesus is the example to all of us. What did he do? There are many but here we may think of a few, he is: 1) Biblical person; 2) obeying to God; 3) love people permanently. There are many people in faith in the Bible. But example only in the faith is not enough. When we talk about an example in faith, there are so many people in the church. But they are only to their personal faith which means very limited. We now talk about ministry. For instance, giving something to the other people is another story in having a faith. I mean they are very hesitated to give something to the other people, they are very introverted and have self-centered life style and life philosophy.

What is the ultimate example of Jesus? I'd like call here "Sacrifice" which means he doesn't have his own property. Interestingly that's true. You may say we live different era? It was AD 1 century, but now is AD 2000? We can do many examples ourselves, but final one is money, our property, our belongings. Can we dare throw away ours to the ministry? What God want us to do in this early life. Make our own property? No, I don't think so. Of course we need food and house for our family. That's enough. Do we need more?

That's why I thought to be an Example is the toughest one among the four; P-A-C-E. And also we can be a 1) short-term example, 2) long term example, and furthermore 3) permanent example until to leave this earthly life. Why we become only short time of period, only a few weeks, a few years? And some become longevity, permanent, Dr. Melvin, and Jesus, so on. Real example is contagious. Did we affect something good by other?

## **Growing Individually and Ministry**

This is talking about relationships between individual and ministry, especially how to relate each other for success in our mission that was given. Now let's talk more in details, what's individual and ministry.

Let's approach; 1) individual, 2) ministry, 3) God's role. If we borrow Dr. Melvin's definition in this: Ministry is the cooperation between God and human being. Let's talk for this concept. What Dr. Melvin mentioned, the success of ministry depends on two: People & God. That's correct. Probably Human's preparation & God's helps.

What do have to prepare? What is God help? Our part: prayer first, and to invest all of our energy in there, and to prepare physically, intellectually, academically, personality, characters, habits on concentration, and non egocentric, so on.

As you see, we can prepare many things, so we have to prepare everything what the most we can do. That is God's want toward us and also to be done. Through this we, individual can grow, and definitely this is true. Often I look and myself in terms of growth. Did I grow as much as I expected, I wanted? Yes, I can say I grew a lot of myself.

If so, my ministry grew? That would be next question. If I grew a lot, no growth in my ministry, that's something wrong and this is just self-satisfaction. My ministry grew a lot, and I am confident on these assertions. Because I made my ministry to grow.

What and how did I make my ministry to grow? First, Dr. Melvin was my mentor, to say exactly, he was my guider all the way from the beginning. I needed him nearly ten years. And he was there whenever I needed. Anytime I called him by international call, so I reported even small and tiny things on this ministry. And also I followed his

guidance faithfully. Of course, he just listened to me while I am reporting to him.

My part? I have done as much as I can. I have putted everything in the ministry, so as much as we spend time with our ministry, definitely it will be growing. Furthermore, I am sure it is because I was there. Hope you do as well.

## **Melvin & Me**

I have got to know the person, Dr. Melvin J. Steinbron through his book first. When I started teaching at Sungkyul University in the 1990s I have used his book *Can the Pastor Do It Alone?* Then I thought he is only senior pastor at one church in the States, but later on I realized he is doing the Lay Pastors Ministry for the States and for the world. I translated his materials and used for Korean churches last 15 years plus. In the International conference 2,000 at St. Louis, I met him in the face to face. He looked about late 60 years old, and he introduced me to the whole participants. It was first meeting with him and a few years later I have visited his home when I went to another conference. At the second visit to his house, Minneapolis, Minnesota, his wife was sick and lied on the bed. We, Melvin and me, talked about this ministry at his studying room at basement, the meeting was really helpful, and I was so encouraged at there. Since I committed myself to this ministry, talking with him was really practical and precious time.

Since I formally have begun this ministry in 1995, I was communicated with him almost every day, every moment, and he was my teacher in the beginning and later on he was my mentor in terms of ministry. We were communicated through fax machine in those days, because no email to me and also to him, so we have used it easily, and still I have his fax letters, about 200 pages. In the beginning stage we talk a lot about this ministry, how to start, how to make leadership group for LPM Korea and about materials. He permitted me to translate all of his materials; two books, four manuals, and three reequipping



materials. Actually he helped me a lot, I mean he loved me, and invested his energy, his time very much to me, so I can grow properly.

My mentor Rev. Melvin

I don't think there is another kind of person like Rev. Melvin in the world, he really helped me, guided me and taught me. He never hurried and always listened to me very well, whenever I needed him he was there all the time, even when he was out of home I could talk with him on the phone. I used my cellular phone to call him very often. Once I finished PACE Training at a local church or any meetings, I used to call him by phone directly, and he enjoyed listening to my reports all the time and gave me other precious advice. He looked almost like my father.

Because of him, and through those close communication, my ministry went on longer until this day, 15 years with him and still we communicate with each other. We emailed each other for many years, but now he couldn't respond to my email because he is around 95 years old and surged a couple of times. He responded once in a while, then he said he reads all of my email but couldn't reply to every email, even though I don't get his response, I am still sending email every week as I used to do for the last 15 years. To succeed in any ministry, we need that kind of helper around us, and without this kind of help we cannot succeed.

He also developed good materials. I couldn't find those materials from others, because he started himself, and he was doing the ministry, he knew what we needed to develop proper materials. Lastly, he has written 25 Letters to Lay Pastors, and still he is writing the Letters and many articles on the Network News of LPMI quarterly. I had to pick

useful ideas and insights from those 15 years of Network News, translated and edited it and used it for churches and schools. They were really precious one I like to say it is the real flesh and blood of this ministry. Because through him, I can make success for this ministry, I try to give that kind of leadership to others, but it is difficult for me. I am not that kind of person, but I try it.

Then I contacted to Dr. Melvin, the author of the book, to get permission to translate and also to copy English book itself. I had no idea at all about him and what he is doing. Just I thought, he is a pastor at a local church. But soon I realized he started this ministry at one local church many years ago, and now he has been doing this ministry nationally and internationally already, I mean for the entire of the United States as a founding president of LPM Incorporated. He was gladly permitted to translate and to copy of original books as well with agreeing what I said, "Future of Korean churches are depends on present seminarians." So I have translated it also along with his second book, *Lay Driven Church* (Copyright © 1997). Both books are translated in 4 years and published thousands copies successfully, also copied 1,000 books on each of English book itself, so used very well for nearly 20 years.

While I was teaching with that book, I got feeling strongly and challenged for doing this ministry myself for churches in Korea, so I opened small Institute of LPM Korea at corner-room of one church where I was belonging to, and I was working for this ministry as part-time because I was associated pastor, so I have to work for church ministry as well, and soon later I jumped into full-time ministry because too much demanded from many local churches, so I could not confine at one local church anymore. I determined to do this ministry as my life-ministry. So I helped approximately 200 churches with this ministry for nearly 20 years. Almost I have copied what and

how the LPMI UAS were doing, so started easily and moved smoothly and was successful in my view-point. You can look at more in details how I have done this ministry at my first book, *Reflections of the Lay Pastors Ministry*, which is published in Kenya Africa in 2020.

I met right person and right book. Do I have chosen right one? Yes, generally I did. From the beginning I choose the Lay Pastors Ministry, of course it was given by God in the one morning which was through Dr. Melvin...actually luckily I met right person and right book which is suitable for today's ministry for all over the world.

I choose to make school at overseas. Actually I wanted to build it in Korea, but I think now God's plan was different. I failed it, but God restored my disappointment. Actually I didn't know anything about schooling then, so better to postpone a little later and at different spots. I am grateful to God now, he led me correctly. He didn't despise me once I made a mistake. Through the first attempt, even not getting done, I have learned many things, better to say I was grown up through that trial-and-error, what I am now is based on that good experience.

### **LPMI USA to me**

I have known LPMI USA for about 15 years, probably longer hours or short periods of time. I love their structure, ministry system, especially working for the national level of the USA and also their commitment. Most core team members are still working together even 30 years up to now. They supplied some significant training to the US churches... for Lay pastors and lay caregiving. As we know US churches focus on the clergy ministry because most theological schools stress on the making, producing denominational clergy therefore, Lay Pastors

Ministry is very new to them.

As a leader of LPM Korea I was able to work for LPM Korean churches for a long time because LPMI USA was there, encouraged me, and sometimes challenged me. Mainly, I followed their ministry style approach system; I adapted them for administration of LPM Korea. Our ministry style is very similar to them as well, and we are still close with them. The commitment of core members is excellent, I want to put their names here: Tom Corbell, Marie Parma, Else Rodland, Marianna Wiegmann, and others, I couldn't remember all core members, around 10 people, anyway they are still in the main structure.

Tom Corbell, Else and Maria Parma have visited Korea for our conference to encourage Korean churches, Lay Pastors and staff of LPM Korea. We had good times once they came here. To see them in person was a good impression to me and I can visit their conference and learn new things, and try to adapt new ideas to Korean churches in terms of Lay Pastors Ministry.

Unforgettable experience to travel. Whenever I go to International conferences in the States, they come to the airport, receive me in the airport and give me accommodation which they arrange and prepare for my stay for a few days, especially one of the host church's family: for instance, Kentucky, Pennsylvania, St. Louis, and Alabama. It's another unforgettable experience to travel: I see the real American family life, their culture, mindsets as a citizen, and the point of Lay Pastors Ministry. Whenever I take a trip to LPMI USA, they prepare home for my stay rather than stay at a hotel.

They have done ministry for International, National, Regional and local churches. Perhaps I have exactly followed those approaches and

systems into Korean churches without any problem; we can help Korean churches smoothly because I have seen the modeling with eyes.

And they still publish Network Newsletter Quarterly, it is useful for us, and they have done it for the last 30 years I mean, in the other way, they are, and their ministry is getting old, they are wrestling what's the next stage, and so on. I mean they have done very well up to now but not prepared for the coming future sooner or later, they need more new network churches and more networking in the States. I think that's their challenge for them right now.

### **My personal growth**

How have I grown up to now? It's interesting to look back at how I have been. Actually, I hadn't grown very much before I met this ministry. I appreciated encountering Dr. Melvin and this ministry because it made me grow a lot.

First, I got growth through this ministry. It was challenging for me because it is new and heavy work to me, I guess, but it was interesting as well. However, I didn't feel difficulty in this ministry, rather I think I enjoyed it and in some sense last 15 years was happy working for the good of the people. I was busy all the time; visiting churches, making weekly, monthly, quarterly, even yearly journals (150 pages), and staff meeting in the office, and out there as informally, so I have learned a lot from the ministry duty itself.

Second, I have grown up through the mentoring of Dr. Melvin J. Steinbron, the founder of LPMI and my personal mentor from the very beginning up to now, for the last 15 years; even sometimes we had personal international calls. He was really good to me, so I am what I

am today. When I met him for the first time, I was really a novice, I didn't know anything about this ministry, but through him my eyes were opened, I could see churches and ministry all over the world. I found that if we want to grow, we need mentors who help us individually and also in ministry. Through him, I have developed more materials which were based on his original material, and have learned how to manage this ministry in the office and out there to churches, he guided me sometimes while I didn't know which direction is correct, I have believed him because he had a lot of experiences than me, he had 30 years and I had only 15 years of ministry. Of course sometimes he confronted me which was not very often, once in a few years, I remember twice in the last 15 years.

Lastly, I think I have grown up through challenges, difficulties from inside and also from outside. We know that failure is the mother of success, but I can say here that challenge is the cousin of growth. So we need it, and for me sometimes I made challenges for myself, perhaps it was enjoyable, I am a kind of risk-taking person, so it made me grow.

### **Function of National Leader**

I have been a National Director of the Lay Pastors Ministry in Korea for about 15 years. Now I am the president of the school, PACE International Seminary (PIS), Nagaland, India. But I don't need to use my leadership at all because of our Principal Mr. Aloto Anche is leading the school for now. He is doing great. Before we opened the school, I was leading LPM Korea.

Above all, vision casting frequently was my priority. Every stage, every level, and all aspects needed vision to permeated because it motivates people to stay at this ministry longer, go forward, they are proud of belonging to this ministry, taking risk and sacrifice, struggling of this

ministry to grow and to success, etc., then finally they have ownership more and stronger, more committed in this ministry.

I found I was implementing most of the work myself, of course my leadership is different in the beginning stage and later on leadership for today, I mean for 15 years of this ministry, but I think I have done hard work myself first. Leaders need to be motivated to work hard to accomplish what they have to do. Our primary goal is to help churches through this ministry so that they might grow inwardly(maturing), and externally(numbering). I was only the one who was full time staff in those days, so I had to check everything with my hand, of course there were secretaries for office work and I can't say thank you with only my lips on how much they worked for this ministry.

Networking with local churches and their pastors also plays an important role as a national leader. As you guess Networking is very important for growing ministry, therefore people were using this terminology every time, every place, and we know the meaning of "Net," means woven every aspect as one unit, also connecting each other regularly, and got to know right away what's going in their mind, at their church, through the network, theirs and our ministry enhancing always, so it's indispensable of network.

Regular Newsletter. Making a regular Newsletter is one of the important tasks to the National Leader of the ministry, as Melvin advised me at the very beginning stage of this ministry, about 15 years ago. As I mentioned at other pages, I made the Newsletter myself, but I found later that the Newsletter led our ministry continually. That's why Melvin strongly advised me in the beginning stage, and also it is one of 12 Successful Foundation of Lay Pastors Ministry, there it says "Communication (#10)".

Thinking and preparing conferences every year or every two years are important, LPMI USA started with consultation first, then Seminar, and later on Conferences every two years they hold, and we LPM Korea followed their model and style from the beginning.

I need to talk here about our staff, without those staffs, our ministry would never have been successful and grown. They were very committed, take a sacrifice for the ministry but one thing they had in mind was to help Korean churches through this ministry and be proud of it. It makes them stay at this ministry and with me for more than 15 years, and they are people committed, and we were happy working together. We grew together, and most of us were not Doctor in the early years but later many of them became the Doctor (Ph.D, Th.D, D.Min.) because they were growing and needed more study so jumped into doctoral degree course, and even I wasn't doctor once we started this ministry but on the way of this ministry I got Doctoral degree and even post-doctorate at Yale and Oxford University. I mean, we grew together.

## Centralized or Decentralized

When we are doing ministry, we will face whether to be centralized or decentralized. Sometimes we talk about how Moses' leadership was decentralized (Ex.18-21: rules of tens, fifties, hundreds, so on); Yes, we need those systems, but sometimes we need to be centralized, or both in the other times.

I can say that when we start a ministry we need centralized, but once it's growing, it should be decentralized, and overflowing with success, we need to centralize. Sometimes leaders need to take a risk, then there might be a centralized, sometimes major change, new project, new promotion, new direction, then we need to centralize to make it.



If we decentralized too much in the beginning stage, we couldn't decide and couldn't go forward. Of course, we can counsel from our core member those who are really committed to the ministry, but negative and third people are there all the time, usually they don't mind we are centralized or decentralized, I mean God's purpose is more important than those people, after setting up, we can be a decentralized, so we need both, sometimes different order, or both at the same time, it's kind of art leadership!

For instance, when we started PIS in Nagaland India, my leadership was really centralized. I strongly felt the necessity of school. It's no question at all. I talked to people, then some were positive and some were negative. Then I decided myself to be very strong centrally, if I didn't have strong leadership, we couldn't make school. Once we started up, most agreed it was a good decision. There is a lot of energy to the people, so we need to know when we make synergy from their energy. Timing is everything that Peter Drucker has said. Yes, it is true.

### Width or deepen

When we are doing ministry, especially for a few years in the early stages, we will think of two questions always: can we try to be wide or deep? This was a very important question to me all the time for a while. As we know there is a ministry cycle in every organization: starting, growing, climax, and then decline.

When we start ministry, we focus on how to firmly root the ministry. That's the indispensable question. Anyway, we have to root our ministry safely. And once it rooted firmly, we tend to think of how to expand, widen our ministry, then we have to be careful about this temptation (I call it "temptation"), because we tend to expand

purposely far beyond our capacity, ability to do...of course we will learn something through trial and error. But before we make a serious mistake, we should know what it is and how to manage it.

This is what I have learned from my own ministry. I guess we'd be better to think only then stick to deepening if there is no particular reason, because if we try to widen too early it will be mistaken. If we think to widen, we'd better let deepen ministry overflow from themselves, e.g., from itself, not purposely from ourselves. If we try to widen before fullness to deepen, we will scatter our energy, and distract people's attention, which means we have to use a convex lens for long time when it is burning, and bursting, then automatically its energy will be expanded over the wall of the bank...so we have to wait until then, in due time, e.g., fullness of energy. So let's deepen continually, it will overflow smoothly if expansion is possible. That's my experience.

## Two people: emotional and intellectual

I found something interesting through the ministry that there are two kinds of people when we do ministry: 1) emotional and 2) intellectual people. I am not saying which one is better than another but they are different in function, and characteristics.

You know what that means to each of them. I will explain this way. When I started this ministry, Dr. Melvin advised me to make a group of people so I asked people around me to come and join with us for Korean churches. By the way, the people who came first were some emotional people, just ordinary laypeople, and they had a burning heart for God, the church, and were ready to make sacrifices without any calculation. They feel something moving inside them and they jump into the fire. I found those people can start any ministry in the

world, I mean something that was pressing them also and their passion. So I started LPM Korea with those emotional people in the beginning.

But sooner or later, several people came in, and they were very intellectual people. I remember they didn't have a burning heart in some sense, but they think there is something that they might contribute themselves in this ministry, because they already have knowledge, skills, strategy, and experiences at some areas, so they will find their place, spot, or their position in this ministry and in this organization. I guess they also want to check the leader Byeong first, who he is? so on.

So we, emotional and intellectual people, were working together for the common and shared goal very well. I didn't know where I belonged to but I did not face any problem working with those both people. Sometimes they, both, were a little uncomfortable with each other; however it was just a minor problem. So it was no problem at all. Rather, it made synergy.

We need Both. Bigger problem happened among intellectual people, because they needed to discuss, debate, sometimes fight each other because each one has their own strong confidence on their ideas, but they were in the group all the way, more than 10 years, without breaking up at all.

In the end, intellectual people made the growth of our ministry and organization into the entirety of Korea. Without them, our ministry couldn't make a strong system and structure and on top of that they were fenced and also protected our ministry even for me, Byeong. I belong to one denomination so my networking with pastors group and friends was limited so those staff came from different backgrounds and different denominations, so they know many pastors

in their denomination and pastoral colleagues around them, so it was really helpful with working together.

So at the starting point those emotions came into us with a burning heart, and we kept going on, then intellectual people joined us. That's a natural process and this is an essential part of growth and success in any ministry. The matter is how leaders manage those two groups of people.

I believe both were sent by God for the ministry, so I appreciate both of them who contributed to this ministry. That's why our PACE ministry was born smoothly and growing up nicely because both people put their energy and resources in here.

### Being professional

This is one of the topics of PACE Training 12 Modules. Melvin wrote a distinction between being a professional and just being professional which means one who gets a degree or credential from the school and gets a job then they become being a professional in that area, more to say, become a person who gets a certificate whether he is good or bad at that job. We call him a professional person.

But in the other hand, just being professional means focusing on the job itself, talk about specialty on the some specific area, he might be professional on that spot, so lay people will be professional which means they are specialist on the PACE ministry even though they didn't have any degree or certificate from University or College, but they are professional on the PACE ministry. That is Melvin's and my understanding.

But Rev. David Kim, former pastor of Hallelujah church said all of them, lay pastors, who are trained are really professional on their job, so call them not only being professional but also being a professional, they are really professional. The PACE is their job to do in the presence of God.

I am not debating these two distinctions here, but focused more on the How they, lay people, being professional and also being a professional. That is more important for them. How? There are two issues around here: 1) develop themselves; 2) approval from the top leader, senior pastor. These two are equally important.

Approval laypeople as a professional. To develop for lay people themselves is not too difficult for today. There are a lot of resources and helping them to grow; inside the church and also outside. Even without payment, they can get wonderful training at many city community centers, for instance. So developing themselves to be professional is their responsibility.

Maybe more importantly, another issue is to get approval from their senior pastor. Literally not get it, but they are given them by the pastor. This is not an easy issue to pastor, because most of us pastors are not specially educated to prove lay people from the seminary, so probably we do know well how to motivate them-through teaching and preaching- but approval of them as a professional level is not comfortable to them. But as pastors, that's our responsibility. To grow laypeople themselves is their responsibility, but to approve them as a professional is our pastor's responsibility. Without approval, they can't do many things and even if they do it no effectively, I mean they will do only minimally.

So, we have to acknowledge them as professional people in their areas, here PACE ministry, just like we pastors are professional in our areas. We pastors are generalists in the whole of ministry, but lay people are specialists in some specific areas, as Professor John Patton said in his book, *Pastoral Care in Context* (1993).

Commitments. I think there are some stages of commitment for longevity. First of all there should be a special case, special incident, or strong feeling inside something to do. For me, the third one was there. Something was very strong in my mind to do when I jumped into this ministry. I think this is the first stage of commitment, kind of a promise to God.

The second stage is that meaningful to our life? I mean good work and helping others, and then I felt this is also meaningful to my life. If there is no meaning we can't keep on going and this is a sense of accomplishment. Good start and some small result there and see the people look happy, having joy in the ministry is important. I think this is the second stage, even small progress there we feel good.

The third stage is something different from the previous two. We are feeling something difficult, a roadblock, learning about humanity, ministry itself and get experiences from real field work, wrestling with some problems, but still keep on going, and then we feel we are growing.

I think there were some important moments for me to grow up. I read an article which was written by Peter Drucker, who said that if nobody is going to receive any benefits from any work, it's possible to succeed. It struck me! I am working for something now, but if I don't expect any benefits for myself from there it will be successful. It means we have to work for the ministry itself, nothing else. I

understood what he meant because I was there, in the midst of ministry all the way, of course I understood it slowly and after many days. And also this concept became one of my lifelong partners; I question myself all the time, why I am doing these things for now, because God wants me to do this, nothing else. Through this concept, I have committed myself again and again to this given task for now.

Lastly, what is the last and ultimate commitment? I think it is "to accomplish what was given to us in our lifetime." Yea, and so we have to complete well just like Jesus who said at the end of his life: "I have done what I have to be done." Let's commit continually until the end.

### **Effective and productive**

I remember that I read one article dealing with this, "Effective & Productive" which was also written by Dr. Melvin, and I have thought this many times, many years, and just questioned myself while I was doing something, "Is it effective and productive?"

Once we are doing something, we'd be better to ask these two questions which are useful for us, and then we can also use it as a checklist. Once I tried to make school at Iksan City where was 2 hours southbound from Seoul Korea, even I spent almost three years, and it was really hard times and tedious times, but sadly was not much progress, then finally Dr. Melvin warned me to think, check "is that effective and productive?" I believe he talks about my leadership, strategy, behavior, and so on. We both know I am a hardworking man, and that's no problem, much better than lazy....but never thought of these questions: Effective and Productive?

If there is no effective and even no productive method, which we have tried for many years, then we need to question it, why we keep on doing this? In retrospect, I was not wise, but I couldn't stop it

because I really wished to make school. Perhaps I also believed it was the right decision, right procedures, however finally I was wrong, therefore I have accepted Melvin's advice to stop doing that way.

How can we become effective & productive? Let me talk about the former first. If we want to be effective at some specific ministry, I found these followings in general: 1) concentration; 2) using the proper tool; 3) considering the process; 4) more systematic approach.

### To work systematically

Once we are doing some ministry, we have to concentrate fully on what we are doing in hand, only then it will be effective. And we need to use the proper tool to do it. That is why we need many resources around us. In many cases, I pick up many insights from new books regularly. We have to consider the process. Every ministry is in motion, moving forward to something, so there should be process, buying people's mind, and working together. We need to take a more systematic approach. We need to have two minds all the time: Automatic & Reflection, which implies Quick & Slow, Emotional & Intellectual. These elements are working in our progress; therefore we have to work systematically.

And then, how do we become productive? This is another important question. How can I be productive? Goal is important. What are we trying to do? What's our final destination? What's our purpose? We need to be a result-oriented mindset. If we don't have it, we might get distracted once we face some different opinions. So stick to its result, We should not have to stick to routine, it makes us not productive. We, humans, used to do as usual, all the time; we need to check time to this: Are these styles productive? If not, we have to think seriously and might change the course.



I appreciate Dr. Melvin, who gave me this critical question, "what you are doing now is effective and productive toward your goal?"

## **Overseas Ministry**

Visited Romania. I have done overseas ministry for several years. Two kinds of approach to foreigners: "for visiting other countries, and also for those who are staying in Korea."

Romania: when I studied at Oxford University a few times, I visited Romania for training Romanian people at a small church. I got to know from the pastor's couple that she is a Koran missionary in Romania. One of the pastors of our network churches in a rural area in Korea introduced the missionary to me. I think they knew each other and lived closely. Once I told him I would go to the UK then he introduced them to me, so I met her and her husband in person and introduced them to PACE with our staff for a few hours at one house. We talked a lot about this ministry, so they were very interested and asked me to come to their church and their people who need this ministry, so I told them I will go to the UK then I will fly to Romania to visit your church.

Finally, when I went to the UK, I flew to Romania after my studies at Oxford, from Heathrow Airport in London to Bucharest International airport, Romania. I still remember a bad experience at Bucharest Airport. I think I took the bus, and it was a very poor place, a lot of poor people wandering around, so when I took on the bus one boy came and helped, pushed my luggage from the backside, I guess then he took out my purse from my suitcase, I found it later on. I lost my wallet, then I went to the police station, they told me to be careful over there, I explained to them many situations. They called the missionary home where to visit, then they said I arrived in Romania one day earlier than their schedule expected. I made mistakes, because

of time difference between Korea, UK, and Romania, so they did not know what to do, it took almost 20 hours come and go by train from where they live, they told me to take a train and come to their village, but I don't have any money then, so Police helped me to jump into the train. I took off the train, it was a terrible train, just like 1950s Korea railroad, but I enjoyed it because it was a new experience to me. 10 hours later, early in the morning, I arrived at the place where the missionary couple waited for me.

I went to their house, and also it was, a.k.a., house-church. They have rented a house which is used for a living room and church at big room. There I trained three nights for native people. Mostly Romanian rural people and low classes I still remember. Anyway I have done well, and came back to Korea, it was my first overseas ministry experience.

### Seminar in five countries

Since then, I have visited three countries: Japan, Thailand, and Pakistan. One of our staff members knows one missionary in Japan, so he contacted them, then four of us went to Japan for a week to do a PACE Seminar for Korean missionaries in Japan.

Then I got one email from Pakistan that he was Rev, Chand, wanted to know more about the Lay Pastors Ministry/PACE, and asked me to come to Pakistan to do an LPM/PACE seminar for their people. So after many emails back and forth in a year, finally I visited them for 11 days. It was a fruitful and productive journey, later on we invited Rev. Chand taught at our Conference, so he came to Korea twice and got a fellowship after. And also one of my friends introduced me to a

Korean missionary in Thailand. I went to Thailand for a week to do a seminar for Thai pastors. It was a good experience.

And later I went to Myanmar for a week for do PACE Seminars at churches and also at theological schools. One of the foreign students who stay and study in Korea asked me to come to their country Myanmar, so I went up there, and it was good experience to know them, Asian country, I mean the third poor country, so it was helpful to prepare to go to Nagaland India for starting the PACE Seminary.

Since I returned to Korea from Myanmar, I am prepared to visit and start PACE school in Nagaland, India. Finally, I visited and did seminars at churches and opened PACE International Seminary (PIS) on July 22, 2015. It was a historical moment of Lay Pastors Ministry/PACE world since 1978, when Dr. Melvin has started this ministry in Ohio, USA. I am grateful to God to let us OPEN this school.

### **Visited Overseas School**

Through the work of Lay Pastors Ministry, I have visited a few schools in the States and United Kingdom: Oxford Univ., Cambridge Univ., Ridley Hal in U.K.; and Yale Univ., New York Theological Seminary in the USA.

First, I have visited the University of Oxford many times in many years. Through the visit and study at Oxford I met many professors and peers from all over the world, perhaps I had chances to give them Dr. Melvin's two textbooks and introduce Lay Pastors Ministry. Not only studied at Oxford but also stayed at Wycliffe Hall as a visiting scholar for a month, and it was a different good experience too. I met many teachers and friends there.

At Oxford, I met Dr. Vincent Strudwick, professor of Kellogg College, and finally he became Advisor of my Ph.D. Dissertation on the Lay Pastors Ministry at Graduate Theological Foundation. He was really good not only as a professor but also as a person. Not only helped my dissertation but also recommended for me to come to Yale Divinity School, New Haven in the States as a postdoc. Jane Shaw who was the dean of Christ Church College and also director of our studies, and John Morgan the president of GTF (Indiana, USA), and O.T Professor Dr. Robin who was also my professor and advisor of Postdoc. Another school was Wycliffe Hall, where I stayed for a month as a visiting scholar. Experiences from Wycliffe Hall were fascinating, because my timetable was free, and I had a lot of time to do myself.

The second major school is Cambridge University. I have visited a few colleges in the University; Cambridge Divinity School, King's College and Ridley Hall. When I was at Oxford, I visited those three institutions.

Cambridge University. I tried to be a visiting scholar to Cambridge Divinity School (YDS), but the admission wall was too high for me, so I couldn't join that program. However, I met some professors there and visited their Library where I was looking for books on lay ministry but only a few books were there. Not helped at all. Later on I realized most of Cambridge's colleges focus only on the Old Testament, and Ancient linguistics therefore, they are not interested in ministry of the church.

I met the dean of King's college in Cambridge University, Dr. Jeremy Morris. Before I went to Oxford, I contacted many colleges to meet professors whom I am talking about in our ministry. One of them was the dean, Dr. Jeremy Morris at King's. We communicated through emails before I arrived at his Office at King's College. We talked a lot

about each one's ministries, and he agreed hundred percent of the philosophy and concept of Lay Pastors Ministry but it's not easy to adapt this to his denomination, Anglican. Because of their hierarchy system. Anyway, it was a fruitful dialogue with a different person and I gave him Melvin's two books.

Then I applied to Ridley Hall College at Cambridge as a visiting scholar, they accepted me, but I couldn't go and stay for a few months because it was not possible for me as I have my ministry in Korea, I met Dr. Adrian, the director of VS, and talked a lot about our ministry each other, and he introduced me his ministry, called Mission Shape, this is also kind of laypeople development and training.

### **Nagaland with Lay Pastors Ministry**

How I got to know about Nagaland; Sketch of Nagaland (from Korea); Love with skin on. I got to know many Naga students who came to Korea for theological study. I have visited their monthly gathering which is worshipping and fellowship together, where they pray for themselves, for Korean churches, and also for their homeland. Two people are important to me to know about Nagaland; Dr. Timothy Kaping and Mr. Aloto Anche.

I have met Dr. Tim through the ministry of PACE International Fellowship. He loves this ministry very much, so I suggested him to do PACE ministry together for foreign students in Korea, so this gathering lasted for 2 years, then we began to prepare PACE school at Nagaland, and through the ministry I met Mr. Aloto Anche was Th.M student at Seoul Christian University(SCU), so we talked more in detail to open School at Nagaland. Because of these two people, we could open PACE School at Nagaland successfully.

They, especially those two people, have studied the Lay Pastors Ministry with me for about two years, so they knew some and loved this ministry, then wanted to make PACE school at their homeland, and actually I got motivation from these two gentlemen. There were so many good things in LPM for them, but especially the concept, "Love with skin on" struck them, so they needed this ministry for their people. I got some information about Nagaland from those Naga students in Korea. They told: Nagaland is a poor country; mostly has its own houses but no cash at all; 95% are Christians but nominal.

Open the PACE International Seminary. Finally, I arrived at Dimapur, Nagaland to open the school on 15th July, 2015. It was a really hot summer. Most schools began the semester in June and new students entered by June, but our School opened in July22, a little late. Aloto's Th.M dissertation and their semester has finished in July, so we have to wait to open the PACE International Seminary until he arrives at Dimapur, which opened in 22 July 2015. This is a historical moment of the Lay Pastors Ministry in the world.

While I was staying at Dimapur, I found the realities of what I have heard from Korea: poor country, nominal Christian, mostly Christian, but no job. It was a poor place, less than ten times more than Korea and other developed countries. When they were born, they became Christians, so we call it nominal Christian, but I found it's okay and no problem at all. Only they, who are students in Korea, warned their people have no concern of moral issues because they are nominal Christians, but I don't find any serious problem because all countries have those problems, even developed countries are worse than them as we know. It is not easy to get a regular job because there are no companies at all, mostly daily workers and ordinary life. Especially because of the distinctives of Nagaland, it is not easy to grow economically. They are one of eight states in India, and they have

been fighting with Indians to be independent for so many years and there were a lot of sacrifices of youngsters. So India doesn't care about their economy, and also India prevents Nagaland from getting help from other countries, that's why they couldn't grow economically for many years. Nagaland's church: They are mostly Baptists because Baptist missionaries came to the land and spread the Gospel to them about 100 years ago. Their Christian history is very similar to Korean church history. The Baptist denomination dominated most of Christianity in Nagaland. Through that situation, churches became a very hierarchical system, because the denomination controls most of the pastors, and even they have power to control local churches.

System of Nagaland Churches. In some ways those policies (controlled by denomination headquarter) are good because of not too many churches planted like in Korea, which is a good point, but on the other hand because those policies also make it possible to plant new churches like Korea, so two sides of the coin; good and bad. However, for me, they have to open the door for young pastors, newly graduated theological students to plant churches freely, now I think their situation is changing slowly, and finally they will open the door because everything has changed so even churches couldn't stay in the old system and old custom anymore.

Churches in Nagaland are new to Lay Pastors Ministry, I mean they don't have any orientation about lay ministry, not heard very well of concept of Ephesians 4:11-12, "to equip the saints for the work of ministry." So our ministry could be working and people will accept it easily because this is a new approach and gives them curiosity. I found one strong point of this ministry is the concept of caring, "love with skin on." As we see this ministry, it has two concepts; caring and lay ministry. So it satisfies them to get two concepts which make one unit. This is a really strong point of this ministry. Also, through this



ministry they will find partners in ministry between pastor and laity. That's their ultimate goal, but they never learned how to make it into reality, and once they are performing this ministry, they will get it into their hands. Of course there are hard tasks, I mean paradigm shift in this ministry, and this is a little challenging to pastors and their congregations, but once they find this is good and necessary, they will move slowly to this paradigm shift, I mean automatically consciously, and unconsciously they will move that way.

I found another aspect of Nagaland churches which means they need some approach from outsiders. Because they were inside too long and some leaders for a long time so not easy for them to change their paradigm, therefore introduce so that they need someone who are just like LPMI USA and LPM Korea to visit their churches and give them this concept, that's why they need teachers from outside to held conference in the future.

PACE in Nagaland. They are poor people, longing to get help from others, the PACE, especially which is core concept of "love with skin on" was matched to their situation. And also they never heard lay ministry in the past, almost 100 years. Their Christian history is almost the same as Korea. So they never thought of lay ministry and never serious about the lay people. Only 3 P: Presence, Pray, and Pay. They focused on the pastors, and denomination dominated to even local churches.

Denomination's HQ control churches and also their pastors, so not possible to plant new church which means strong hierarchy system they have it 100 years. Once they heard Lay Ministry, Lay Pastors Ministry and PACE ministry from my teaching, most of them were surprised and also expressed gratitude to me and their eyes were opened to the new paradigm and accepted as it is Biblical instruction.

It really will be the Second Reformation to them, so PACE International Seminary (PIS) will be critical role to this movement in Nagaland churches in the future.

## PACE in the different countries

I think there are some reasons why they adopt this ministry in their countries. We may compare it.

For instance, in the States, there were too many people in one church, of course some small churches there, but when Dr. Melvin developed this ministry their congregation was about 2000 plus, so they definitely needed individual care, but it was impossible with the traditional church system. And most US churches focused on only evangelism for the last 30-40 years as other new Christian countries do, so they need care for them once they come into the church and settle down.

On top of that, in those days the parachurch movement was blossoming, so many organizations sprung up to help churches. So Dr. Melvin's PACE ministry (Lay Pastors Ministry) was one of them and is a PACE to most churches, so it worked out well. And they also loved this ministry because it made them to think lay people seriously; It became one kind of lay ministry movement.

In Korea, once the PACE ministry came there, the Korean church's history was almost 100 years old. Last 100 years they have done many ministries, including Evangelism, so they don't know what and where is the next level for churches therefore, when they tasted LPM/PACE, they grasped instantly. Korean churches used PACE for church growth because in the 1990s, Korean churches were getting down numerically, and no longer satisfied with the present church situation, both laity and pastors. And also lay people developed themselves half way, so

they want to grow individually fully, then PACE made them to grow and became happy, satisfied with this ministry.

## **Leadership Baton**

I have seen the passing of the LPMI Leadership Baton from Dr. Melvin the founder, to Tom Parrish the General Secretary at the USA Conference many years ago. Dr. Melvin gave him the mantle just like Moses gave it to Joshua, and Elijah to Elisha, it was very exciting to see Dr. Melvin put the mantle to Tom Parrish's shoulder.

Today, I think I have done the same thing to Mr. Aloto Anche, the national director of LPM India. It's not just physically passing down to him, but I feel my burden becoming lighter, and his burden becoming heavier.

I have met Aloto for about two years ago, and I have trained him with PACE for about a year, and putted the ownership of LPMI India into his hand now because we together began the PACE Seminary in Nagaland(India) so he became the Principal of the School and National director of LPM India, and also I told him many things what I have in mind, almost 1 to 10, means from the beginning to the end, and gave him many resources what I have in my personal computer, which I had collected, developed for the past many years.

I think we were good at the starting point, and so far so good, and I believe we passed and received the LPM baton very well. However, I think passing the baton itself is not enough, it's only passing something to the others. After passing the baton, more important things, more difficulties come down to our hands and to our shoulders.

For me, I gave him many resources, but I worry if he is doing well? Is he starting well? And he still has the same vision, same passion? When people receive the baton, their energy, interest are mounting up, but sooner or later their energy and passion are dying, of course it's according to the person. So even though they have a baton, they need to be nurtured strongly from time to time.

I think I gave Mr. Aloto many materials, information, resources, data's, and shared my experiences, but there are some difficult for him to do because it's new to him, I mean he has no experiences yet, and also present situation of Nagaland churches are different from mine, Korea and also USA. People might not accept his proposal in the beginning because it's also new to them, and on the other hand people don't accept that whether he is the national director or..., and also people didn't see what he got in his hand, this baton... therefore need time and patience for a while.

### **Lay Pastors Ministry Inc. USA (In the year of 1978)**

Melvin University's originally is going back to 1978. According to the Dr. Melvin's first book CAN THE PASTOR DO IT ALONE?, in page 12 write: ...for eight years an increasing number of lay people have been pastoring the members of College Hill Presbyterian Church (CHPC) in Cincinnati, Ohio. In September 1978, we conducted a pilot project in which five lay people each began pastoring five to ten families. Since then, the number of lay pastors has grown to 85 pastoring unit (131 individuals) pastoring 500 of our families.

Our goal from the beginning was to provide adequate pastoral care for every member of CHPC by calling forth and equipping lay people gifted by the Holy Spirit for pastoring. It has been an exciting

experience for us who have developed this ministry. The excitement has not been without problems, disappointments, struggles and a lot of hard work. However, the effectiveness of the pastoring makes it all worthwhile. We have been privileged in every Equipping Seminar, where we train lay people to be pastor, to include clergy and lay people representing several denominations, many states and Canada. Several churches have used our Equipping Manual and/or our videotapes and have adopted or adapted our model. This model is proving itself in small churches, as well as large.

### **Lay Pastors Ministry Korea (In the year of 1999)**

According to the Byeongchea's book *REFLECTION ON THE LAY PASTORS MINISTRY*, in page 65 writes: We formally started in July 1999. I have prepared 2-3 years before formally launched. I trained a couple of church with PACE, and those among lay pastors a few people started with me.

Furthermore, I can say three stages in our staffs, we called ourselves "staff" of LPM Korea. First time, very pure 3-4 lay people came and started together, actually they are founding member of LPM Korea. I trained them at their church, and they became our staff. Soon I mean they understood, and they think this ministry is meaningful, and through this they might grow, so they came and still stay with this ministry for 15 years, for longevity. We met together almost every day and every week, talk about this ministry, vision, practical strategy for local churches and national level. Through one staff Rev. Lee, another person came to our office, he was working as part-time at Christian Newspaper.

Actually then he came to interview with me about this ministry, we talk a lot about the ministry, and finally he became our staff. Through

him, I can write columns on the newspaper of this ministry every week regularly for next two years, almost 100 times of columns...of course with my photo, so people got to know who I am and what I do for churches. Through his help, we can advertise our seminar and conferences.

### **PACE International Seminary, Nagaland India (In the year of 2015)**

According to the Byeongchea's book *REFLECTION ON THE LAY PASTORS MINISTRY*, in page 132 writes: Finally I arrived at Dimapur Nagaland to open the school in 15th July 2015. It was really hot summer. Most school begun the semester in June and also new students entered by June, but our School opened on July 22, a little late. Aloto's Th.M dissertation and their semester has finished in the July, so we have to wait to open the PACE International Seminary until he arrive at Dimapur, so opened in 22 July 2015.

This is a historical moment of Lay Pastors Ministry in the world. While I was staying at Dimapur, I found the realities what I have heard from Korea: poor country, nominal Christian, mostly Christian, but no job. It was a poor place, less than ten times than Korea and other developed countries. When they were born, they become Christians, so we call it nominal Christian, but I found it's okay and no problem at all. Only they, who are students in Korea, warned their people have no concern of moral issue because they are nominal Christians, but I don't find any serious problem because all countries have those problems, even developed country are worse than them as we know. It is not easy to get regular job because there are no companies at all, mostly daily worker and ordinary life.

Especially because of the distinctives of Nagaland, it is not easy to grow economically. They are one of eight states in India, and they

have been fighting with Indian to be independent for so many years and there were a lot of sacrifice of youngsters. So India doesn't care about their economic, and also India prevents for Nagaland to get help from other countries, that's why they couldn't grow economically for many years.

### **LPM Theological Seminary, Kenya Africa (In the year of 2017)**

According to John Ogillah's article on the NEWSLETTER #2 of Melvin University page 1 writes: In 2012, while doing my Degree in theological studies, God put into my heart a great burden to complete my Degree and start a school through Lay Pastors Ministry/LPM where Church leaders can advance their studies in ministry. Towards the end of my theological studies at Daystar university, I shared that Holy burden with Dr. Melvin, he told me" John, that's a great burden that God has put into your heart, but let's pray about it" Unfortunately, shortly after my graduation, Dr. Melvin went to be with the Lord. I then shared the vision with Rev. Byeong, who's the national Director of LPM Korea. We prayed about the vision and in June 2017, we took a step of faith and started LPM theological seminary, and now we have opened Melvin University here in August 14th of this year. Thanks, God.

### **Melvin University, Kenya Africa (In the year of 2021)**

According to the President Letter #1 which is written by Rev. Byeong regularly, page 1 writes: We have done our job today 14 August 2021, through the successful INAUGURATION CEREMONY. That is the mission which was given by God. We have started this vision a year ago, on May 9, 2020. How we have done this mission completed? There are some key concepts in this journey. I'd like to put this way, if we are really hunger for completion of mission, we will make it in the end,

just thirsty fish will find the water finally, because if she doesn't, she will die eventually. We, John Ogillah and I, started to talk of this vision, to make university, since last year, exactly May 9th. Once I send PDF and PPT of Dr. Melvin's materials which I developed with many years, John Ogillah told me it's possible to make university, then I responded probably 10 years later, but John said in 5 years enough..by the way as you see today we have done this job a bit more than a year. What did we have to work since then up to today? First, we have focused on the only in this mission in our daily life. I mean, ONE thing we had to live with, that's MAKING UNIVERSITY in this world. We have worked just like almost crazy, daily and monthly, actually every single seconds, we thought of it, talk about it, etc.

### What is the Ministry?

When I was at PIS, Nagaland India, principal Aloto asked me, "Byeong, what is the ministry?" Then I was a little embarrassed because I never got those questions, and also never questioned myself about it. I have done ministry for the last 15 years! I have just handed it over to Dr. Melvin. What is the distinction between job and ministry, I think this is the implication of Aloto's question and more acute question, and then I tried to explain to him, now I am thinking again more in detail.

What is ministry? I don't know exactly what it is. There are no books that have written about it. But I think it is a clear difference from a secular job. Let me try to explain here: 1) Purpose is not making money itself. Of course, there are many byproducts through ministry, but the primary goal is not the money. So every ministry organization(included local churches) should be non-profit organizations. Of course, they need money (I know it very well), but if they follow the money, they will decline and die soon because people



see them as money-oriented, not ministry-oriented, the people will hand it off soon. If we dedicate ourselves fully to the given ministry itself, money comes after, but we can't become rich people, because God gives only daily bread. He supplies bread and water while we are in the ministry.

Second, the Ministry has to focus on the direction itself and people, not to maintain organizations, or institutions. Ministry and people are the primary, then other criteria are second. Most secular organizations focus on the survival of organizations rather than pursuing its purpose. But the ministry should be focused on the people, and this is the task of the top leader of the organizations. He or she has to focus on their own purpose, then, and people will think of organizations to survive. I have focused our mission last 15 years very strongly, then our staffs trying to survive our organization to maintain. Actually, this is a good system.

Third, to develop software for the ministry is important. The Ministry's strong point is to develop software rather than hardware, which means we need to develop resources as much as they can. If they neglect, we cannot keep the ministry with longevity. Then hardware comes later slowly. Of course, as a ministry leader, we need to think of hardware as well, but it should come after software, and people should see that not only we have hardware but also software. If we have enough software, people will come and will be concerned about hardware, e.g., offices and buildings.

Lastly, the leader's mindset is also important. Ministry leader should be respected by the core members which means: 1) They have to be dedicated to the entire of his life to the ministry, 2) They are take a risk person whatever costs are there, 3) Should be ordinary lifestyle which means does not greedy money, wellbeing, wealth, so on. I like

to put "sacrifice" on their label. They should be champions of sacrifice and taking risks.

## Theory & Practice

There are two approaches: Theory First, then Practice; or Practice First, then Theory. Some people have theory at their hand first then move to adapt it to the actual field; but others start to Practice first then make theory based on those real experiences.

Most of the schools used the former style when they teach and learn. They learn theory in the classroom and then try to switch it into practical, practical areas. We can't say which one is better than others. It depends on their situation.

Of course, we need both; as we read Dr. Melvin's second book says that "Theory without Practice is no fruit, but also Practice without Theory is no direction." I think it makes sense.

Theory in Lay Pastors Ministry: As we know that there are many theories in the Lay Pastors Ministry. In the other word, Melvin developed a lot of theories in his various materials and also those resources are very practical and usable for PACE ministry.

Practice in Lay Pastors Ministry: LPM/PACE is not only theory, but it is practice, which means that PACE is really practical and lives itself in our daily life. So it contains both.

But if we focus only on the practice I found that they are boring and not growing enough, we need to choose where we are, and what we do for, right from now. So we need to change this and that, then we could adapt these two properly.

Those who are developed on these two aspects, we say 'specialist,' so we need both, practicing for a while and then back to the theory; also

theory for a while and then back to the practice. We can depend on the specialists in the beginning, but soon we become specialists ourselves in those two areas. Without it, we can't have success and longevity.

We can get theory from interpersonal communication, books, experience, and an intellectual level and also from peers, And in practice, we can get it from an intentional level, a little emotional level, and intrapersonal level.

For me, I have done practice for many years, but from time to time as much as I can, even now, buying books for checking out my leadership, means how well I do my practice. It helps for my personal and professional development for both.

## **Motivation**

Motivation which is once to startup and motivation to keep on going is totally different. People are not motivated automatically, and it doesn't work forever. They need to recharge it all the time. Every ministry started with a team, those who are motivated in the beginning. The leader's responsibility is to motivate them continually.

Mostly fail in this area, so couldn't go forward and stop it at some point. As a leader of this ministry, it was always the time of my burden, "how can I motivate them all the time, and do continually with me." It was easy in the beginning stage but day by day, week and week, month and month, even year and year, all the time challenging me so as I tried to solve this myself, such as read book on leadership frequently, think more deeply about the ministry, tried to help our staff to grow more than before. Because mostly they work with me for more than 15 years and still they are there by God's

grace.

By the way, today's motivation is far different from yesterday, I mean, 40 years ago or 20 years ago. There are three stages of motivation; 1) at Primitive times, there is 'carrot & stick' motivation; 2) twenty years ago there was 'empowering' motivation; 3) today's people need 'autonomy' motivation. Once they didn't know anything, they need food to eat, so carrot was one tool to motivate people, but once they got, and they develop for their living life becomes better, they need empowering, but once they got everything in their hand, they want to do by themselves.

That's a good process and natural phenomenon, however the matter is on the leader, meaning the top person, how they manage those people who know everything and have everything that the organization needs, and they want to do a job with their style and their philosophy, and also they want to select what to do by themselves.

Extrinsic and Intrinsic Motivation. For instance, once our staff member does not grow enough which is approximately 15 years ago, actually in the beginning stage of our ministry, they needed my help and my guidance, about destination, future goal, but now they don't need anymore, I am just there and listen their positive feedback almost in any occasions, and also at PACE International School, our school's staff, teachers and even principal, they are grown up, and they don't need my personal help, for instance, counseling, coaching, so on...just present there and listen, because they know it, and also they know how to do it.

I think today's congregation is also different from yesterday. They need motivation which is more upgrading where they could grow up,

if they do not feel they are grown they couldn't survive there and also no longer be interested in the one ministry. We couldn't say don't do that because that is the nature of human beings. So we have to accept them, because that is their basic natural process. The matter is upon us, leaders.

Melvin also has written on the motivation in one of his monographs. In #2, "Motivating Lay Pastors," he said Jesus motivated his people. He says there are motivation 'as inspiring a person,' 'stimulating one's spirit,' 'renewing commitment,' 'moving one to action,' 'restoring vision' or to use Paul's words to Timothy, "fan into flame the gift of God." Without motivation, ministry couldn't go forward. One of the duties of leaders is to motivate those who are doing ministry. He stressed there are two motivations, Extrinsic and Intrinsic Motivation.

Also, Daniel H. Pink mentioned these two are his book, Drive. Yes, people need both motivations, from outside and also from inside, of course it depends on the individual, but today, we assure that people can develop motivation from Inside themselves because they have those potential already, so what are we going to do for those people?

### Ownership and motivation

I found those motivations are really related to ownership. When they have ownership of some ministry, they are fully motivated and committed. Of course, we have to be careful about motivation and manipulation. Both make people move, but manipulation is not good for longer ministry. We can use it sometimes, but have to be very careful to use it, because it makes misunderstanding easy, we would better not use that approach, however we need to learn how to motivate people enough, because every ministry starts from motivation.

I better go back to ownership and motivation. What is ownership? It means that it is mine, my job, my mission, my calling from God, so my full responsibility. So how can we get ownership? We can get from ourselves, but mostly it has to be given by others, mostly the leader of the ministry, I mean the top person. Without ownership, we couldn't be committed, dedicated and also not developed ourselves and not creative. Creativity is very important for growing ourselves, without it, we cannot grow our intelligence, which means how to. "God wants this ministry in our church, so we have to make it work." Melvin has said:

Someone has to "own" the ministry. That is, someone must be responsible for it, manage it and be accountable for its state. A small group of people who share the vision and take responsibility. Moses was told by Jethro what he must have already known, that it was foolish to try to do the job alone. This is true for caring for the congregation, and it is true for managing the ministry which cares for the congregation in our church of 2,500 members. We have a Ministry Leadership Group of eight people who have the vision and give leadership to our Lay Pastors Ministry. What are the signs of ownership? There are at least five signs: 1. Attending meetings regularly. 2. Thinking about it at times other than at meetings. 3. Talking about it at home, with friends and others. 4. Agonizing over the problems. Even lose sleep over them. 5. Feeling the joy of success.

How I, Byeong, got ownership of this ministry? In 1995, I was teaching at my home seminary (SungKyul University) and was asked to teach pastoral care. Because of my training in Clinical Pastoral Education (CPE) in Canada. But I could not find an English book on pastoral care easily, so I expanded my search to include other schools. Finally, I visited the Asian Center for Theological School (ACTS) and met Professor Ruth Elsner. She was teaching on pastoral care and was

using the book "Can the Pastor Do it Alone?" which was written by Dr. Melvin Steinbron. The book describes the Lay Pastoral Care Ministry, and she believes in the lay pastors care ministry strongly enough to leave no questions about its merits. She believed the Lay Pastors Ministry (LPM) is good for the future of the Korean church, so she recommended it, and gave me the book.

When I began teaching the Lay Pastors Ministry through the book at senior class of university, students became excited about the idea "to equip the saints for the work of ministry" (Ephesians. 4:11-12), and also its paradigm shift that the "clergy is equipper and laity is minister." I was asked to translate, Can the Pastor Do it Alone? into Korean. I contacted the author, Dr. Melvin J. Steinbron. I thought he was a senior pastor of a local church, but he is actually the Founder and President of Lay Pastors Ministry Incorporated (LPMI) in the United States. I communicated with him many times. Finally, I decided to begin the Lay Pastors Ministry in Korea.

July 1st, 1999, I opened Lay Pastors Ministry Institute in Seoul Korea at a local church where I was a part-time pastor. Later on we were able to rent for our own office, and I was able to work full time for the Lay Pastors Ministry soon thereafter. When I set up this ministry, Melvin advised me "to form a Leadership Group." A leadership group is a group of people who believe in the ministry with me and will take ownership in its success. This developed plan of leadership groups is described among Dr. Steinbron's first out of 13 Monographs.

I talked to my colleagues (laity and pastors) about the Lay Pastors Ministry vision. I had four laypeople and we have started LPM in Korea. My leadership group members bought into the vision of Lay Pastors Ministry Institute Korea, and together we have it in the



beginning. The first job we have to do is to issue ONE page of a monthly newsletter, just as the suggestion of Dr. Steinborn.

We started to introduce LPM to churches, pastors, and people who were interested in the ministry. Over the 10 years, I have visited a hundred churches and conducted 12 hour LPM Equipping Seminars for each church (usually over two nights). I have led many Seminars for clergy and lay leaders, as well as five National Conferences in Korea. I have translated LPM materials fully into Korean and adjusted them for local churches.

### **Change/paradigm shift**

We cannot avoid changing concepts in this ministry. Once we start this ministry we have to accept that there should be some change, for instance, our mindset, our leadership, also difference between growth and maturity, and using materials, resources, and self's preparation. Above all, this ministry started from Ephesians 4:11-12, which is referring to "to equip the saint for the work of ministry."

As we know, we pastors have done some ministry ourselves before but from now on we change, which means equipping people, so they are doing their ministry, here Lay Pastors Ministry/PACE will also have those changing concepts. What's the difference between Doing ourselves and Letting them do it by themselves? Of course, there are big differentiations between the two approaches. First start from ourselves but later on start from the laypeople, of course we have to introduce and give them an outline about what it is, but sooner or later its ownership will be in their hands.

Doing it ourselves up to now, but from now we are equipping them, no more doing it ourselves. We call it paradigm shift. However, I found out that paradigm shift and actual behavior are different.

Paradigm shift is just like mindset, changing mind from A to B. But actual different approaches, different leadership, different attitudes really matter. People say that they have done "paradigm shift," but if they have not yet changed, it is actually not changed.

So also someone said Change and Transition is different. The former means moving to a new site, new place, but the latter is psychological change. Of course this is not a correct parable here, but we, as a leader of this ministry, need to change our mindset and also our behavior because we ask people to change, and then they look at us whether we changed or not. People change very easily, but leaders, and we pastors are difficult to change

### **One thing - fox and hedgehog**

There are two kinds of people in the world, Philosopher Isaiah Berlin has written the book, kind of essay, "Fox and Hedgehog," he mentioned there the above concept. I think he has researched many successful people and failures in the world. He concluded that those who focused on only one thing succeeded more than those who tried to do many things and knew many things.

He illustrated Fox and Hedgehog fighting each other. In the end, the hedgehog won that game, the battle, because the hedgehog knew only one thing, which meant how to attack the fox, and when to attack, he got every energy at one point, one moment, to finally defeat the fox.

All of us know about Domino Theory, Domino Effect. What is it? If one object falls down to the other, it falls down by the effect of previous energy. After all, the sum of energy falls to the others in succession, which means one after another, and we couldn't imagine how much power they make and how much energy they could make

it. It says to us that if we try one thing many days, many times, we can make it, and we can reach where we want to reach.

Of course, it depends on the person or situations, but generally to do one thing is much better than to do many things at one time. Sometimes we look at people who are doing only one thing many days, many years but still no fruit, no product, then people may blame them why they are still stuck there, and maybe suggest to them that it is not yours. But I think that's the temptation for all of us and all the time.

## **Leadership & Management**

Leadership is for the future (tomorrow): why do we need it for the future? Management is for now (maintenance): why do we have to do this now?

What is the future of the Lay Pastors Ministry? If we look at 12 foundations of Dr. Melvin, it says the first is Vision. So this ministry should be a vision driven ministry.

So why does the Nagaland church need the Lay Pastors Ministry? They need what the Lay Pastors Ministry has. For instance; paradigm shift which means pastor is equipper and laity is minister in according to Ephesians 4:11-12; Pastor and laity are Partners in Ministry; Love with skin on; general care and specific care; calling consciousness of laity not only pastor; willing to personal growth of laity, so on.

Why does LPM need maintenance? One of the Foundations of successful ministry is #12, Maintenance. Maintenance is covered from no. 1 to 11 in the Foundations, which means from Vision to Evaluation, in the elements of success. We may compare Maintenance with 'Wedding march and Marriage life' as Dr. Melvin mentioned in

one of the Monographs, "When the honey is over." Nobody knows what's going to happen after Wedding march, so marriage life is difficult.

Maintenance is just like that. It has to cover everything from the beginning. Maintenance covers from no 1 to 11 which means from the very beginning to the end, of course there is no end, but there is an end to what we have planned in the beginning, and before ending we have to launch a new venture again. And Maintenance makes everything (from 1 to 11) in a hand. Therefore, Maintenance is important as much as Leadership is. Both, leadership and maintenance, are important in the Lay Pastors Ministry, and what I am doing for now? Yes, writing... This is also one of my maintenance tasks. First stage is showing the vision, which means Leadership (L); and keeping the vision continually is Management (M). To start Vision is easy, but maintaining the vision is not easy. New start is needed all the time, which means a new manage, different manager is needed all the time.

We cannot say which is more important than others, but in the beginning stage Leadership means giving vision and showing direction, because people need vision first, actually we have to get people's heart first, that's why giving them Vision first, then they understand we are leaders and using our leadership is possible. The problem is how to move concepts into reality, we will discuss this later.

Anyway, once when we started, management and maintenance was needed. I have thought the Leadership is everything, but gradually I found management is also important, and what do I do now? Mostly I manage, meant to keep on going what we do, but if I only stick to manage too long, there will be something wrong,

Therefore leadership & management continued together all the time, yesterday's leadership, and today's management, and today's leadership,

and another management. Without these two continually, any ministry couldn't go well, I mean no growing and no new direction. There are many books on these two areas: Management; Peter Drucker & Ken Blanchard: and Leadership; many books as well, but I think there are two categories; classic book; what the leader's identity or characters and now, modern books are on deeper and its part; for instance motivations, culture, so on. Once these two elements work together, things go well, so we need to read books on these two categories.

### **Long term & Short term**

I am finding there are two kinds of vision in front of us; sometimes short-term project, other times long-term ministry. Of course depend on the vision, or depend on the situation, that's up to God which mission are given us. We need to prepare for it, because sometimes it comes in the one morning unexpectedly.

If so, what is the short-term project? And long-term ministry?

Let's look at my short-term project first. Once John and I talked about making university, my short-term project begun. But once we started and progressed, I had prepared a bit myself because I read some books on that short-term project. Of course, they didn't say it's good for your short-term project, but I got their message just like God give me these message for my near future. I didn't know how definitely I needed this idea and concept for the project coming soon in the very front of me. I have done just what I have to do. Furthermore, I have never done before this kind of project successfully. People don't understand what I am doing and why I am doing like that. Probably they think I am an eccentricity, and peculiar idiosyncrasy. Yes, that's

true. Even I think myself, I was not normal, somewhat crazed to something. That's what I needed, also we need to do short-term project, and if we don't do that like this, it truly can't be done ever.

I met one pastor today and talked about how I made university, and I explained and said "the sooner, the better." He wondered at first, but soon he understands what I meant. Because sometimes we need to complete as soon as possible because today's people are busy, so they can't wait forever, as someone they don't wait for ages. That's why to give urgency is necessary. Without urgency people are not alert and the most they become medicare. Because they think no need to hurry. Anyway, we had done concentrated to make university in due time. What is the due time. I mean this that we need to decide when to finish, where is the finish line, when to land at that spot.

My long-term ministry. I opened a small office for national ministry. Prior to open it, I used small corner office of one church where I was an assistant pastor in Seoul downtown. I have decided to do this ministry as my life-ministry, so need to decided to take an action not only slogan but real action physically.

I didn't know then how far I am going to and where to headed, but just decide to for helping for Korean churches. Definitely it was my original goal even it was widened to make university of this ministry. So started to help churches, and I followed exactly what the LPMI USA have been doing because Dr. Melvin were still alive and very active in the ministry. I think that day was the heyday of LPMI ministry in the States. Then Dr Melvin advised me two important tasks in the beginning, "to make TEAM and publish NEWSLETTER regularly." It was like heavenly mandate on me, so I kept it in my mind up to now, almost 30 years.

So I made team and publish newsletter right away. Easier to make newsletter than to make team. Anyway, I began to make a team. As Dr. Melvin advised, I talk my vision, "to help Korean churches with this ministry," and "to spread this ministry to churches in Korea." Some of them, especially lay people, responded more easily than pastors.

I have done long-term "ministry"(15 years) and short-term "projects"(15 months). What is different between the two characteristics? As a keyword, the short-term project was "Sense of Urgency". The long-term ministry was "Long-term Leadership". I will talk here about the completion of the "Short-term Project" through my experience.

Short-term projects should literally be completed in a short time. Therefore, you should be quick to judge and not think for too long. Motivation to mobilize people should also be strongly communicated in the short term. A short-term project needs external compelling force.

### Characteristics of short-term projects

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It is the role of a leader to create an internal automatic and spontaneous motivation (impelling: willingness, I wish to do). That is why all energy must be mobilized. There's no room for sidetracks. Even a small amount of energy cannot be wasted on unnecessary conflicts, competition, and unproductive things. It is sometimes too much to do so, we can't care about anything else, so we have no choice but to neglect our family sometimes. We can never accomplish a given task with everything.

We must be crazy about the ministry we are given. According to the book "Built to Last," written by Professor James Collins of Stanford University, successful organizations, companies, and individuals are completely crazy about a given task. It used the expression cults-like. If we look at those cult groups, we're going to think that they're crazy. As it seems, to succeed in anything, we have to be completely all-in and crazy. The success of short-term projects requires great concentration, high leadership, and simple management, and it must be clear when it ends if added.

When we invest energy from concentration, people think, and they want to know when to finish. Our leadership, our energy is exhausted, but also the energy of the people we work with is also poured out in a short period of time. Longer and unlimited time investment is actually too much. So from my experience, short-term projects shouldn't last more than two years. The best thing is between a year or/and a year and a half. It doesn't seem wise to cross the year twice. If you say short-term projects after Christmas twice, you can't give trust to the people and there is a high probability that it will end in failure.

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## **Para-church Ministry**

I think there are usually three career paths in front of you after

graduating from seminary, even from Melvin University, also for the near future. Those are mostly becoming pastor, professor, missionary, or planting a new church, so on.

And there is one consideration to be the leader of the Para-church ministry organization. In some sense the Para-church ministry is distinctive, and such as overseas missions, seminaries, training centers, and Institutes, and so on, and its purpose is to help local churches. They are very closely related to the local church, but not the local church itself, and their goal is to help the local church to mature and grow, and most of the Parachurch ministry has a fundamental purpose in helping the church to grow. That's it.

So Parachurch is doing a different ministry than the local church. There are many pastoral paradigms for the church in the world. In fact, it is thanks to Dr. Melvin that I was able to open my eyes and open my mind early to this concept of parachurch. I started this ministry as Parachurch from the very beginning, following the Dr. Melvin. And I have been more interested in the Parachurch ministry, so I bought a book called *The Prospering Parachurch* written by Wesley K. Wilmer, the vice president of the University of Biola and read it several times.

He seems to have been interested in it because he has been working with Rev. Billy Graham for a long time on the Global Evangelization Movement. There were some unusual things in the book, one of which was that people donated more money to the Parachurch ministry and to such Institutions than local churches. Why is that? Because they think the Parachurch ministry is meaningful, and it is more focused on expanding the kingdom of God than on local churches. The local church seems to think that it is less interested in the expansion of the kingdom of God because it should focus on its own operation and

maintenance. Interestingly, some other local churches were doing their church ministry just like parachurch style intentionally, which is focused on expansion of the kingdom of God.

In fact, anyway, the leader of the Parachurch ministry has unique characteristics. They have strong confidence in what they are doing and what their philosophy of ministry is. Billy Graham's "World Evangelical Movement Association," for example, is a prominent example of the Parachurch ministry. He traveled all over the world with John 3:16 and came to Korea, in "74 Expo." Also, I had a very strong mind about my ministry, with parachurch philosophy. Since our Institute exists to help local churches, it was important to clarify who we are, what we do, and how we should do it.

I think I got this mindset from two resources. The first was from Dr. Melvin, and the other was from the book as I mentioned, *The Prospering Parachurch*. I have learned a lot about the ministry philosophy of Dr. Melvin Steinbron, founder of the LPMI USA. I think he is a wonderful example of Parachurch ministry and organization in terms of helping local churches. The idea of helping the church has not changed from beginning to the end. So it seems that the ministry was able to survive for a long life (35 years). Because many pastors and churches in the States saw what he was doing, that's the same thing in his ministry's [purpose], so they wanted to help him and followed his philosophy. Furthermore, they were natural reactions because their church received help from his LPM resources. I learned that philosophy from him for years.

Second, I have learned more theoretically and academically from the book *The Prospering Parachurch*, and also more systematically how to do it. Dr. Melvin was excellent in doing the ministry itself, and Wilmer's book gave me a systematic theory, which made me more

confident in my ministry because I definitely required both.

### **Make dream into reality**

How can we make dream into reality? First, our dream should be important for us, and it should be a clear dream. We have to think and think over again to make clearer just like crystal or clean water, and we may pick it up with tweezers. It should be no question of it at all.

For me, when I have started this ministry my dream (vision, direction, goal) was clear that "I will help Korean churches with Lay Pastors Ministry." Of course this dream became more expanded, deeper, more upgraded slowly and gradually. But my initial goal was still clear all the way.

And the dream has to be enjoyable. If it's not enjoyable, it is actually painful. I think I have enjoyed this ministry because: 1) I was happy to help others; 2) Satisfy myself of growing; 3) Work together with staff members; 4) Develop resources; 5) Expanded to the other countries. And many elements made me enjoyable.

Dream also has to be good for others, not only for ourselves. Yes, we need to help us directly, and this is acceptable but in the other hand only help is short-term's satisfaction and completion. We need to get good philosophy and attitude, mindset. I got this good model from Dr. Melvin Steinborn that he showed me through this ministry, totally doing for others, e.g., for local churches, I think it helps his ministry running longevity.

Then we have to stick at the dream all the time, always, even at any given time, situation. Having a good dream is necessarily, but stick at

there is also same necessarily. Having it, and stick at it, is just like both side of the coin.

And on the way of ministry, we have to nurture that dream, which means put on flesh & blood at there, then through the progress the dream is growing, blossom, and flowering, finally it gives fruit, which means reaching where we wanted to get fruits and what we can taste, eat and also sometimes see its fruit at other people's tree. That's our dream and vision.

## Melvin University

Melvin University in Kenya was established in 15 months. I think there are many readers who can't believe it. However, this is true. It is not wrong to say that Melvin University was established in 15 months because on May 9, 2020 Ogillah and I talked first "let's make university," and eventually the opening ceremony was held on August 14, 2021. This is true and was followed.

On May 9, 2020 (I remember the exact date), Pastor Ogilla, head of the lay pastors ministry institute in Kenya, received the English materials that I sent him (pdf file) and said to me, "This will make it possible to make university." I answered "...probably in 10 years.?" Then he immediately replied, "Five years is enough." Actually I didn't have any other ideas, so I said, "Then it's hard for you alone, so make a team and get together."

So Pastor Ogilla gathered several people and gathered every day to proceed with the goal of [establishing a university]. At that time, I suggested not to involve too many pastors, but to gather pure laypeople and start, and a steering committee was established with truly pure lay believers. Later, I came to Kenya at the ground-breaking ceremony, where too naive people gathered as the steering committee. There were no people who graduated from college, and almost only elementary school was the mainstream of about 10 people.

But I didn't care about that. It wasn't whether I had skills or not, but whether I studied a lot or not, but whether I really wanted to

establish a university was my key. However, seeing them gather from the beginning, they literally gathered with only that passion.

The ground-breaking. Their goal was the ground-breaking ceremony. As I had never done anything about architecture, I began to focus only on it, thinking, "Should I dig the ground?" So, we have to decide on the deadline as we proceed, so we decided on December 4th and Saturday.

As a result, Pastor Ogila's friend Jacob(now director of Administration in Melvin) joined around October because of his good administrative power and began preparing documents for the establishment of a university. The land was already 6 hectares that Pastor Ogila inherited from his father, so there was no difficulty. I remember sending about 200 U.S dollars a month for drinking beverages and refreshments every time I gathered money, and sending about 300 U.S dollars for months because it took months to leave the establishment documents to be submitted to the Ministry of Education. At least it cost only 2-3000 U.S dollars.

Anyway, the ground-breaking ceremony is ready. So I went to Kenya from Korea. It was my first time establishing a university, my first time building architecture, and my first time visiting Africa. However, I learned something in my own way, so I started and proceeded without much concern. There are a few things to summarize: Begin from the End. Don't stop, just keep the moment. Stick at Final Destination. Pray even when you can't, and proceed as it is (Brutal facts/Stimulate Progress). Don't lose your sense of urgency. There are several themes like this, and I held on to this and continued. Upon completing these short-term projects, I thought, "Are you a leader?" Under the title "Are You Leader?" They often write English books and teach them locally.

When people leave without achieving what they want to do.

Let's briefly look at some of the above here; First, if any project needs to be completed in the short term, it is argued that it should start from the end. (Beginning from the End). The reason is that researchers confirmed that many people in the world passed away with little achievement of their goals. Isn't there a saying that it's a short-lived resolution? For a long time, the most regrettable number one when people die is "when they leave without achieving what they want to do." It is believed that almost all of them end their lives like this.

He suggested one way, and he told me to start from the end. In a way, it is both biblical and a general expert's suggestion. In other words, it is a suggestion to hold onto the goal, not let go of the vision, and focus on it. Then why can't you start well and reach the end? For example, suppose 1 is the starting point and 10 is the last arrival, the destination. Usually, schools teach and learn to start from 1 and do it in order of 2, 3, and 4, that is, sequentially.

But the problem here is that people put a lot of energy into 1-2-3, that is, there is no energy left to reach 10, and 10 seems too far away, so they give up almost before 4. Don't you think so? So start at 10 and move freely between 1 and 9. This is an absolutely necessary method for short-term projects. Long-term ministry is a little different for long-term ministry.

Anyway, the establishment of Melvin University followed this strategy. That's why I was able to finish in 15 months. I only applied this because I learned it long ago. There are a few other key factors, strategies, but if you add one more thing, you should always stick to your final destination (Stick to the final landing spot). The reason is



that if we don't do that, there are always temptations that distract our attention, so there is a possibility that our destination will be blurred or lost. Anyway, thanks to this kind of prior understanding, the ground-breaking ceremony of Melvin University ended well (December 4, 2020).

I didn't know what to do. But the problem began after that. The ground-breaking ceremony was held, but as if the radio was turned on, but there was no sound, as if the electric switch was raised, but the electric light was not coming in... The ground-breaking ceremony was held magnificently, but there was no next.

The truly boring and frustrating time has passed to December and January. I didn't know what to do either. However, at that time, there was already a good understanding, so the method was applied. In other words, it was an ordinary truth that every change required process and time. I already knew this. In other words, it was called "Ending-Neutral Zone-New Beginning," a process of change. This was an absolute discovery for me. It was a book called *Transition: The Most Change*, written by William Bridges. The most brilliant idea in this book was the Neutral Zone. In other words, it is necessary to pass through this intermediate zone when a new one begins after finishing the past one.

In the end, the fact that many attempts to change end in failure is also a disproving that this second process has not been taken seriously. I read this book and was already ready, so when reality was difficult, I decided to accept that it was entering the Neutral Zone. However, the reality continued to be difficult. I was prepared in my mind, but in reality, I was at a loss. The money was not ready, and

only time went by.

However, at the end of January, a pastor from an acquaintance church in Korea contacted me. After hearing the news, he said he would build a university chapel. In fact, the Ministry of Education suggested to us that in order to open a school as a university, about 100 평 =330m<sup>2</sup> of university chapel and three classrooms (10m<sup>2</sup> each, 300m<sup>2</sup> in total) must be prepared to open the school. Therefore, the news of building a university chapel was like welcome rain on dry land.

Why are you there when you can't even build. Moreover, Kenya, and moreover, the place where our school is located is Oyugis, and it is hot all year round because there is a sign that the equator passes nearby. The 35-degree heat comes in December and January, and the construction is not going on despite the hot weather, so the question of "Why should I be here?" continued to pour out from myself and from acquaintances in Korea. Why are you there when you can't even build.

The church, which promised to build a church, said it would send only 10 million won, so it continued to wait with only the foundation of the chapel. Even though I was a little skilled in waiting, waiting without any sign was a taste of death. Even though I thought I was pathetic. There have been voices of criticism in Korea, the United States, and even here in Kenya about whether to build a university without money or without securing finances. Even when I think about it, it was not a normal process. However, the idea of continuing (Facts/Progress, paradoxical and contradictory) remained almost unchanged. It was like looking only at the sky in the dry wilderness. It is reasonable because only the foundation of the chapel is set up, and only the time is waking up.

At that point, it is time to extend my visa. Should we return to visa maturity as it is, extend and wait longer? They were just urging me to return home because I couldn't do it in Korea. However, most of the school officials here have to go back after the construction of the visa extension. He extended his visa due to twists and turns and returned to Korea in April. I was in a situation where I had to return after only a tenth of the construction and go back. The classroom architecture was only marked with location, and the chapel was only based on the foundation.

The school should be opened slowly. When I arrived in Korea, my face turned completely black, and people were disappointed that I could hardly do it because I had just started construction. But since it started, what should I do? But two or three weeks later, people began to inquire. They were curious about how much they needed. People began to feel urgency (sense of urgency). I knew well that people wouldn't move without this.

So, after two months from April to May, the construction proceeded with a lot of fundraising, so I came back to Kenya to finish it. However, due to COVID-19, he gave up his visa for only a month and reported that the school would open at the end of July when he returned home in July.

However, until returning home, only 80% of the construction had been completed. However, the Ministry of Education should complete the construction by July and open the school in August, otherwise it will be January 2022 the following year. Therefore, when returning to Korea, the conclusion that it should not be more urgent, that is, it remained firm. Of course, there were also opinions that the school should be opened slowly. But I didn't hear such stories. Because I had already learned that when I made a plan, the timetable was clear, so that the date should be clear when it ends and when it arrives at the

destination. So, the date of the Inauguration ceremony was decided to be July 31, and on July 26, I decided to fly with two other pastors and was going to Incheon International Airport. One person took a bus from Iksan, and the other person came to the airport by car from Yongin. The departure flight to Nairobi is close to midnight. I promised to meet at Incheon International Airport at 8 p.m.

Why do you work like this? But I was taking the Olympic Boulevard near Yeongdeungpo by bus, and I got a call from Ogilla, Kenya.

The content, that is, due to a government inspector, came out from the Ministry of Education, and the opening ceremony at the end of July was not allowed.

I was really at a loss. All three got visas, completed the COVID-19 test. We bought a plane ticket and we are going to the airport, but the opening ceremony will not be held in a few days. So I called the two pastors right away, and the person coming from Iksan came up by bus and said, "What can we do? "Let's go to Kenya and find out more," he said. However, the pastor coming from Yongin said that he had not left home yet, and said, "Why do you work like this?" He even said, "Do we need to go when we can't even start school?"

But what can I do? I bought all the plane tickets. In the end, we started fighting... Anyway, I arrived in Kenya. As soon as we arrived, there were so many complaints. Not only me but also Ogiela was scolded a lot. So we slept first, woke up tomorrow, and said let's talk more, and that's how the arrival date ended like that.

The next morning, we gathered together and discussed, and opinions were gathered to ask "how much more do you need and give some time to the Ministry of Education." So, the money needed began to be called here and there in Korea, and the Ministry of Education gave me two more weeks, so I got permission to supplement and open the

school on August 14, diligently finishing the rest of the construction, and the first class began the week after.

### **Summarizing some strategies**

Melvin University in Kenya was built in 15 months, and after the simultaneous opening ceremony with approval, classes are currently going well. It was possible to be completed in such a short period of time by mobilizing God's special grace and wisdom given to us, and summarizing some strategies as follows:

First, the firm goal was clear. There was no shaking about it. Second, we have begun the process from the end not from the beginning, and we were concentrated there. We didn't waste too much energy in the beginning stage.

Another is paradoxical, but at the same time, it was clearly aware of the difficult reality, but at the same time, we have continued. Sometimes it's fast like a rabbit, sometimes it's slow like a turtle, but it keeps going. Sometimes like a 100-meter sprinter, other times like a marathon.

Finally, it was motivation, which was transferred to external request and internal impulse, sponsored by more than 20 churches and individuals.

In this way, it was also an opportunity to learn how short-term projects were completed.

### Visiting student's home

For a while ago, I went to the student's home. It can be seen as a kind of home visit. I wanted to see how our students lived and how

they lived. I went to a student's house, and it was a little far away from school for almost 30 minutes. When I went there, there were parents, and it was a typical African life. I met his father and he told me, "Thank you very much for building a university." It meant thanks to me for establishing a university in such a poor and underdeveloped place.

Our Melvin University has settled in a really underdeveloped countryside. This is because Pastor Ogilla, the current vice president, donated 6 hectares of land inherited from his father to the Melvin University Incorporated. Personally, I hated this place at first because it was too rural and underdeveloped. Rather than saying no, it was too inconvenient to live, so I had to. However, I think I changed my mind a little after hearing the words of the student's father, "Thank you for setting up a university in such an underdeveloped countryside." I told myself, yeah, this is a place like this, so they need a university even more."

In fact, it is true that universities in Kenya are almost in cities. First, there are many students in the city and money in the city, so that's right in terms of strategy. And everyone accepts that as a valid reason. However, Oyugis, where our university is located, is an underdeveloped area, so we realize that the number of students is not as high as the city and is limited.

However, on the one hand, should the number of students be large? After thinking like this, I talked to the whole students, professors and university staff during the chapel. They explained that the reason why the number of students should be large is that tuition fees are high in the end, which is inevitable for the development of schools. The simple reason why there needs to be a lot of money was that the building should be built and the professor's salary should be paid. In any case, Melvin University emphasized that we should think about

their careers after graduation and a fruitful education with the right number of students rather than many students.

Another is the reality of present pastors. I have heard several times that most of them do not study theology, but are ordained and pastored. Since our region does not have a seminary, and they cannot afford to go to a seminary financially, they are "ordained and pastoralized" with prayer and church passion.

Fortunately, the Kenyan government has known this since the end of last year and announced that pastors without degrees must enter accredited seminaries or universities to qualify as preachers, so many such pastors seem to be preparing to enter Melvin University, raising the need for weekend classes and night classes.

Anyway, Melvin University is grateful for providing hope to underdeveloped young people and opportunities to study again for many pastors with no degree, and best for these two roles.

Know the reasons why not getting done

I have used to get questions in my mind, "Why People are not getting ministry done completely?" I read one book, *The Path of the least Resistance* (written by Robert Frize, 1984) many years ago, even translated it partly and taught at PACE International Seminary (PIS) in Nagaland, 2015. He started the book with the questions, "why people are not successful of their plans." He wrote many things why, the reason. It also became my own questions since then. So I have learned from my ministry experiences, then to suggest in this book of twelve elements which is not for failure but for success, e.g., *Getting It DONE* completely. Of course these are my findings from resources and

also with my field experiences: 20-years of Lay Pastors Ministry in Korea and helped to started, settled two seminaries (Nagaland and Kenya), and now to help to open PACE Bible College Uganda, shifting seminary to university in Kenya.

I found a few key concepts for making success for today. Today is totally different in everything from the past. Especially in leadership, yesterday's is not working properly today. It was working then, but today's one is needful of today's one. For instance, to get done some project yesterday took for many years, but today it took one month. People don't wait for that long and on top today's people are ready to get done in that short time of period. I am looking back to my writings and my previous ministry in this moment in terms of the twelve elements.

The twelve elements. It was working then, but today's one is needful of today's one. For instance, to get done some project yesterday took for many years, but today it took one month. People don't wait for that long and on top today's people are ready to get done in that short time of period. I am looking back to my writings and my previous ministry in this moment in terms of the twelve elements.

The twelve elements which I found are this: 1) The matter of Choice. 2) Beginning from the End. 3) Gain Momentum. 4) Stick to Final Destination. 5) Communication. 6) In-flight Motivation. 7) Brutal Fact/Stimulate Progress. 8) Level5 Leader. 9) Time to Jump Up. 10) Leading in Changing times, 11) Sense of Urgency. 12) Built to Last. As you see, this is not a perfect order to success, but I just put my thought to progress.

I have studied many years on the Leadership. I want to challenge here



for leaders, especially for today's leaders. I have used to get questions in my mind, "Why People are not getting ministry done completely?" I read one book, *The Path of the Least Resistance* (written by Robert Frize, 1984) many years ago, even translated it partly and taught at PACE International Seminary (PIS) in Nagaland, 2015, now in Kenya, 2021.

He started the book with the questions, "why people are not successful of their plans." He wrote many things why, the reasons. It also became my own questions since then. So I have learned from my ministry experiences, then I suggested twelve elements which is not for failure but for success, e.g., Getting It DONE completely. Of course these are my findings from resources and also with my field experiences: 20 years of Lay Pastors Ministry in Korea and helped to started, settled two seminaries (Nagaland and Kenya), and one University in Kenya.

There are some key concepts which I found are: The Matter of Choice, This is to decide what to do. My case was easy to decide because the ministry came to me in the one morning, but other cases will be different. We have to decide ourselves what to do with prayer, and God will be give us what to do, then we have to getting that ministry done for God, for people. Beginning from the End, Maybe this is not understandable to you. Why begin from the end, not from the beginning? The reason is this, and that was true from my experiences. People put a lot of energy to start up. For instance, if our ministry journey is from no. #1 (starting) through #10 (ending), most of the people tend to stop or give up at number #3rd or #4th stage, because they used up all of the energy up to here, e.g., beginning stage, so no energy to keep on going to the number 10, e.g., to the finish line. That is definitely true. Look at people around you, so final goal is far from their sight and says, "that's not mine but someone

else.” So starting from the end is more wise to complete. Gain Momentum This means we need to keep on going “continually.” No need to go very speedy but should not stop it, even moving forward slowly. Sometimes they are becoming sprinter, another time becoming a marathoner; sometimes like turtle, but never stop it.

How we keep on going? Stick at Final Destination. People are easily to forget where they are headed, where is the final spot to landing, so leader need to remind them always where is the Cannon land. Even God promised the spot to reach, people are wandering. See Facts, but progress continually, These two look paradoxical. Reality and facts are terrible, and then how we keep on going? Actually these two are not matched at all, by the way we can't discard any one of these. Sometimes facts are more important than dreaming. Know the facts, see the fact, but also keep on going.

Leading in Changing Times. Once we are doing ministry, or project we need to go through in difficult times, leading people and on top of that if we are staying at there, difficulty in the length of time, people and also ourselves are sick and tired to endure, persevere at that desert, we need to take them to the promised land safely. We call it Neutral Zone which it was really helpful for me with how to go through from this resource and more in details later. Sense of Urgency John Kotter, the professor of Harvard, wrote the book Leading Change, and I got this insight, URGENCY from that book. I never heard this terminology before, and found it is really useful, so I used it many occasions.

As you see that these are not principles of successful ministry, rather these are elements of what I found and used for my ministry journey.

The matter of choice

This is to decide what to do. My case was easy to decide because the ministry came to me in the one morning, but other cases will be different. We have to decide ourselves what to do with prayer, and God will be give us what to do, then we have to getting that ministry done for God, for people.

There are three kinds of Choices. Above all, the Primary Choice is the most important. Only one primary choice should be in place. The major job is to complete in our life. Other, many things are secondary.

So there are many, maybe thousands of secondary choices in the world. The third choice is a fundamental choice. Even we had wonderful primary choice, and many secondary choices, but if fundamental choice is weak and in problem, our two choices are not working very well, and in the end it fails in vain. The third, fundamental choice is to be honest, and integrity. We have to be honest intentionally, because it is good leverages to support the previous two choices.

Actually, this concept extracted from the book, *The Path of Least Resistance* (by Robert Fritz). Let's talk a bit more on the fundamental choice and then back to our main topic, Primary choice. Robert Fritz illustrated something interesting to the prominent people in the world. For instance, Pablo Picasso, Einstein, Eleanor Roosevelt, Marcel Proust, Eugene O'Neill, William Faulkner and Giacomo Puccini, so on. Those people were failed study, school in the early ages, so they are in trouble schools, so their teacher have negative about their future.

But as we know, each of these young grew up to become successful and prominent creators in the world. Why? There are many things Robert Fritz pointed the reason, but I can say one thing for sure is

their parents taught them to be honest, in my word integrity. So this fundamental choice is a foundation upon which Primary and Secondary choices rest. Is it makes a sense to you? I hope so. It was helpful to me personally, so introduce it in this book.

Or less effective as you know. We'd better to talk more on the Fundamental Choice. I think it is the same important to the Primary Choice. This was called just Third Choice, but it is not meant to third important, just Fritz wrote for calling to write.

Anyway, Fritz mentioned it is "the States of Being." You know what is that mean! Let's borrow Dr. Melvin's approach in this way. He said at PACE Training Manual, "we need to be trained in two: Doing & Being. He said more, "Being precedes than Doing."

I can say here that Doing is important but without being a good person, our doing is not making it or less effective as you know. First Two Choices are on Doing, e.g., Primary and Second Choice. Yes, we can choices a lot, but need to understand we need to be a good person. I mean "Being." For instance, honesty, integrity, emphatic listener, so on. There are many resources to preparing us to be a "Being."

Least resistance. Why do we need to get Primary Choice which means one thing what we decided? I think one good reason is to make the least resistance! If we want to proceed smoothly, there should not be prevented which is our moving energy should be more stronger than the prevention. I am not saying here the power game, but rather structural lineup. That's why we need all of our energy to focus on the one thing, the primary choice in the world.

Anyway, we need less resistance, e.g., "least resistance." To avoid

failure, we need least resistance. Of course, as we know, there are many resistances while we are moving forward, but it should not be big and major resistance, that's why we have to be wise not to invite unnecessary dispute, useless conflicts, unhealthy discussion, unhelpful inputs in the course!

Importance of ONE major project. First, "Personal Effectiveness, 10/90 Rule." It talks about how important of planning. Once we have done this, the Rule of 10/90 is here. It means 10 percent of time that we spend planning and organizing for one major project save us as much as 90 percent in getting the job done.

Another one is that as we know "Pareto Principle, 80/20 Rule." It talks about how important of activities on one major project. It means 20 percent of our activities on that will account for 80 percent of our results. These two are saying that we need to plan and keep on going of one major mission or project, that makes more results than think many projects.

Beginning from the end. Maybe this is not understandable to you. Why begin from the end, not from the beginning? The reason is this, and that was true from my experiences. People put a lot of energy to start up. For instance, if our ministry journey is from no. #1 (starting) through #10 (ending), most of the people tend to stop or give up at number #3rd or #4th stage, because they used up all energy up to here, e.g., beginning stage, so no energy to keep on going to the number 10, e.g., to the finish line. That is definitely true. Look at people around you, so final goal is far from their sight and says, "that's not mine but someone else." So starting from the end is more wise to complete.

You might question, "why to start from the end?" My answer is: 1) If

you start from the beginning stage, e.g., from No. 1, 2, 3 ...so on (to NO. 10), you can't reach to No. 10, I mean very difficulties to get there, the finish line.

Why, many people failed even they had strong determination because their energy is out at beginning stage, nearly around #3, 4. I believe you have already these experiences. That is why around 95% of people are not getting there. For instance, as you know people make a decision to do, let's say diet, they start, and mostly stopped in three days. Sauna, Exercise, starting with good intention and firm determination, but stopping it soon. Maybe to master other languages is same.

Can't keep resolutions longer than a few days.

You know this proverbs, "Can't keep resolutions longer than a few days." We Koreans use this very much and also very often. Yes, only three days. Let's put here, starting and running just #1, 2, 3, then you will be burned out, far before the final destination, the finish line, and says "#10 looks very far from here, so better to stop now, that is not my job."

So the reasons all of these, I might say it's wiser to start from #10, "the final destination" in your hand, then you can be walking freely between #1 to 10, in the end you will find you are arrived in the #10. You got it.

This is one of many secrets to make it. For instance, to make school in Nagaland and Kenya were easier in terms of this strategy. We, I and Principals over there started making school from the end, more specifically, we decided firmly "When To Open" the school. So we were freely walking between #1 to 10. Sometimes we were in the #4,

sometime #9, sometime #8, so on. Anyway, we did not skip anyone of these 10 stages, but freely come and going in between. After all we covered 10 stages completely, but not in a row #1, 2, 3...at all. It depended on that needed at that moment. So it was easy to cope with any difficulties, any challenges. So two seminaries were opened successfully.

I am now adjusting this strategy to making Melvin's University in Kenya, actually not making but shifting seminary to university. We determined firmly to make university, called it #10, finish line, landing spot that we have already in our hand even though it is surely not physically but in our hearts. Not in here but it here in our mind, imagination, then show it to the people just like Real One. Yes, people need to see the same picture, even it is not real one yet. That's in the dreaming, but its real in our heart, and clear plan in our imagination.

Please start from the end. That's why I suggest you to start from the end, especially people want to get the RESULT what they wanted. Of course people need to see what we are doing in No.1, 2, 3. If we don't #1, 2, 3, people won't believe us to getting arrived at final spot. When people see us through walking from #1 to 10, e.g., between them freely, then they say, "You can make it." One of my pastor colleagues told me this, because I guess, he saw me in doing #1 to 10 always with passion, with confidence. And there is no reason not to do in this way.

Because many people try but ended with failure, disappointed. There are so many these illustrations of failure around us. They had plan, passion, even prayer, but the process they had were not proper to make it. That's "WHY" that I repeated it, "please start from the end," in this book.

Vision Shard. Once we shared our vision or project, sometimes people are easily not accept, even the key people in our inner group couldn't follow that vision. Not interestingly but consciously and unconsciously we feel uncomfortable about that is not accepted. Then want's going do as a leader.

I have those conflicts in my mind. As I write this book, actually in this critical times on the way to the most important moments to come. I hope to get interim Certification of Melvin University in a few months. As I am writing now, thinking my mind, my heart, my leadership become more stronger and stronger than ever before. Actually, indeed it, then I can write something here for some helps to the readers.

The problem is that my colleagues in Korea will be hurted in this procedures. In one word, they are not ready to come along with me even we were together more than 15 years up to now. My try is going together, coming together, succeeding together.

The best one is to go together, to get it together until to the end of it. But the present situation is difficulty. The school is not in Korea but in Kenya, English speaking country, English speaking people, on top of that, ownership of the MTU project is upon to the principal John Ogillah and his Steering Committee definitely. I can't in collision with them. I want to see the success in this project, not in failed. So now this is my struggle.

### Adaptation to any ministries

This idiom, "beginning from the end," can be applied to every ministry, in every area. Let's take a look how Jesus has accomplished the mission, "to evangelize the world." Did he has begun from the end? Yes, he does. Of course, he got the mission from God directly, e.g., #10 (out of #1-10) in my paraphrasing, so since then he needed



between #1 and 10 freely. How he made it and what was in between #1 to #10. He made the team, but how did he call them? As we know, he told them, "I will make you as a fisherman for soul, for people." It was very fascinated to the ordinary people, and after all they became the fisherman and also a disciple of Jesus. This is #10, maybe #9. But, anyway, they made it. How? Yes, they got final destination, thought from the end, the goal, e.g., where they are headed. That's this, so "to begin from the end" is very important.

Am I failure? I am in Korea now. I came to Korea to rest for a while. I think I have exhausted because of the construction for Melvin University. Now I am questing myself, Am I failure? Yes, some, but I found it is just feeling level, NOT in reality. If so, what's really for now?

Everything will be counting in the end. Present situation and surroundings are just one of necessary procedures, necessary elements I think, so in some sense without these happenings we can't grow, and in some sense, that's God's way to make it.

If so, how can we use this difficulty and critical times? Just let down our hearts, and discouraged totally? NO. I am finding another opportunities comes again and comes from unexpected resources, unexpected people. So we better keep on going, whatever happened around us. If acceptable that, will be ok. No acceptable, that's ok. Leave it there and keeping going with prayer hearts.

## Two kinds of approaches

I have read a wonderful book. I am not criticizing his suggestions, but continually were saying from the beginning to the end once we are pursuing some projects. Most of the people and books approach this

way... just looks the truth. People always believe this way.

Beginning from the first, that's no. 1. (Or) Beginning from the end, no.10. What's the difference of these two? Of course, we can use both of these at one time, or in terms of situation, depends on what kind of projects we are pursuing. Which one do have to use approach style when it is.

My case is that I have learned more urgent one we have to use second strategy, which means we have big project in a short of time, we have to use the latter. It gives us definitely more sense of urgency. Not loosened at all. Because it needs our enormous energy and resources in a short period of time. Better to get this strategy in mind basically, and then time to time we can move here and there freely, sometimes no. 3 to 4; other times move from no. 8 to 7 which means flying all phases freely not stick at no. 1 to 10 in a row. Life is not in a row at all, so the same at some mission, it should be artful to complete it.

Did I successful? Since I thought this idea from the beginning, I think so because I followed the guidelines of experts in this area, which means they found why people are failed to achieve their goal. This is one of secrets of successful, but many don't know or don't accept this truth I mean correct strategy.

Keep Momentum. This means we need to keep on going "continually." No need to go very speedy but should not stopped it, even moving forward slowly. Sometimes they are becoming sprinter, another time becoming a marathoner; sometimes like turtle, but never stop it.

Why do we need to keep momentum for the ministry? When we are keeps on going, it gains momentum. I believe momentum is to saving

moment and moment, so a lot of moments finally make momentum.

Momentum makes energy. Dictionary on this saying, "an impelling force or strength." So if we want to success our ministry, and hope to getting it done, this is useful and definitely needed. Momentum makes us to alive. Dr. Melvin expressed this, "Keep in motion," e.g., which is parallel to momentum. He stressed this to keep momentum. He mentioned if once we lost energy, it is very hard to returned to waken up, and back to normal. So I am saying to keep momentum is indispensable to success.

But mostly don't keep this momentum in the ministry. Why? they don't know, and also they don't think how important it is to be successful. They think only the wish, "successful, No #10," (just wishing to get the result in their hand) but don't take seriously that we need from No. 1 to 10., should be come and going, forward and backward between those, No. 1 to 10 continually. Then it saves momentum, e.g., energy to keep on going to the end.

Leverages for push up. If we decide main thing, I mean One Thing to accomplish, there are so many leverages around us...almost everything is leverages for the main thing, eg, Primarily Choice. Let's talk about it a bit more. I talk this with John Ogillah, the principal of seminary, a lot, everything what we have is leverages to complete our mission. Actually it made mission-possible.

You know what is the role of leverages! It helps to lift some objects more easily which is impossible to lift up by ourself. Without leverages, it is hard to lift up. Even more heavier objects, we need more strong leverage, more powerful leverage. If we lift up very tiny object, we don't need it, but getting more bigger objects to lift up, definitely we need leverage. So, without leverages we are in difficult to

lift up, and with leverage we are easy to move up anything.

Like that, our ministry especially in our project just like making a University, we need a lot of leverages and sometimes more strong leverages as well. I think there are many leverages around us, also in us. For instance, our past experiences can be a good leverages, even whether it is bad or failed experiences, it can be a valuable leverages if we use it properly. And our colleagues are good leverages to lift up together. Also our knowledge, our talents, etc., everything is possible to be leverages. Another aspects are encouragement, communication daily, report regularly, feedback positively, and name of a few, also can be helpful leverages.

Many leverages. Once we decided the main thing, I mean ONE thing to accomplish, then there are so many leverages around us, and almost everything we see, we meet, that is for the main thing, e.g., Primary Choice.

What it is, and why is it? We need thousands of helps from outside to complete our vision, because we need those energies, I called it "leverage." You know what the leverage means! Yes, it helps to lift some object, sometimes in the case of big object, we need bigger leverage, small one small leverages, medium is of medium leverages. So as much as we need to use those leverages, we have to pick up those opportunities around us. Leverages will be of people around, resources around, life experiences we had, people's helps, of course, God the father, Holy Spirit, and there are many names of it.

Actually our MTU project needs the biggest leverage in the world which means this project is not small one, so we need big leverage. But big leverage doesn't come out in the one morning. Through so many small leverages we have used, people see us using smaller one,

and they agree about we needed big one, so open their hearts, minds, then to let use their big leverages, which is what we don't have, but they have, then even the biggest project can be getting done finally.

Water Flows. Anyway, water arrives to the end, at last. Rocks there? Avoidance, why? To arrive at the final spot. So once we get the choice, only one major Choice, and then it guides us the way and that way is moving smoothly, flowing like waters.

How can the water arrives at final spots, and it goes into the big ocean. Actually the most important concept for watering smoothly is, I think, "avoidance and acceptance" to the prevented ones. Yes, that is the two keywords: Avoidance & Acceptance!

What's that mean Avoidance here, I mean we'd better to avoid which is not very important to our procedure, we have to cut off what we don't need for going forward more smoothly, more effectively. If we don't, in the other word, if we let everything comes to us, in our mind, in our heart, we couldn't forward as we planned, because they are taken us distractedly. So, we have to avoid these things wisely.

Acceptance? What's that mean? We need to accept those things what is not preventing in our progress. Of course, there should be many ideas, different opinions, so then we don't need to fight with those people, don't need to use our precious energy in there uselessly. So, we have to flow like waters smoothly with Avoidance actually what we don't need. And Acceptance what we don't need to refuse. Keep on going continually and wisely, that's it. As we know, water flows and arrives at the end finally.

Those resistances will be more lessen and lessen. Once we are doing

some ministry, we need to do like the water where there will be many hindrances, even though we have to flow like waters. How? The principle is: to get rid of which block our progressing, there we will to get the least resistance! Yes, there are many resistances, and people get disappointed in these courses, so absolutely we have to get rid of, or avoidance. Only two options are in front of us: Getting rid of or Avoidance.

Let me tell you our project for MTU. Money is not the hindrance for here, usually people are, and our mind, and trivial things around us, or presently structural system of our life might be prevented our progressing. That is why we need to go forward life water flowing and then those resistances will be more lessen and lessen, so easy to go through in any hindrance, opposition, resistance even from our closed colleagues, finally our vision will come true and into reality.

Really Holy Burden. I am feeling holy burden very much at now. Rev. Bill Hybels of Willow Creek Community Church in the States used this term at one of his sermons.

The concept of these two words are wonderful. Everyone has some burden for living or for surviving in this difficulty world. But where is holy burden and what it is?

Holy burden means burdening not for our own work, but for God's work. Are we have burdening for God? Which means for church, for evangelism, for goodness for people, for needy in the world or for particular people in some specific community, etc. All of these are meaningful and ministry to complete then it gives us burden, then we can say it's a holy burden.

Without this holy burden, how can we survive meaningfully and in worthwhile in this dried world. That's why in some sense we need those burdens not only for them but for ourselves as well.

To make Melvin University is really burdening to me, but it's holy burden, so I pray and endeavor gladly for completion of it, while I live in this earthly life.

## Sense of Momentum

We need momentum which mean saving energy and keep the chaining constantly, especially sense of positive momentum is really important. Are we getting the sense of momentum? That's important as much as sense of Urgency. Yes, we need sense of urgency definitely, but we can't get it and give people this on always. If we do, they will be exhausted, so we can't push them without pausing.

But we can get this, the sense of momentum continually, constantly, and this is no problem at all to everyone, including ourselves. We need this seriously. Sometimes we want to stop these challenges because too much to do now, so want to pause for a while, but then we have to be careful, because we stop even for a few seconds people think we gave up this mission and the guess time to give up, so we are slowly than before. Even we are not at all psychologically, people see it physically.

Her concept was shaken to our roots itself. Am I getting Momentum in this MTU journey? I think so. Actually, I cut off intentionally what to scratch and degrading our procedure. We can't put in everything in our journey, if so we have spent to our energy to manage that issue what is not helpful for our project.

I will tell you with my personal illustration to cut off. One of pastor in

our network church, actually he is the key member of LPM Korea. One day he introduced Korean female missionary who has been mission work in Africa.

I met her at the Church on Sunday. She had negative opinion about Korean missionaries in overseas. I listened and uncomfortable to her mindset that negative to our MTU project, and her concept was shaken to our roots itself. Then I have against her that I know what you say and what you worry, and I was a mission director of our denomination headquarters. I explained the difference between the concept in 20 years and today's our MTU project.

Anyway, our dispute solved, I mean stopped around then. I was afraid that her approach and her belongings to our project team, won't make synergy but in the opposite. I was tried to protect our MOMENTUM might be shrinking. So we have to be careful about these mishaps which come into our ministry. Actually we are pursuing to get certification for Melvin's University. At that moment we have to be more careful, until to get it, until to get the Certification.

Stick at final destination. People are easily to forget where they are headed, where is the final spot to landing, so leader need to remind them always where is the Canaan land. Even God promised the spot to reach, people are wandering. The final landing spot should not be changed. There are some that can be always changeable, but some are never changeable.

Final destination, the landing spot, is really important. That's #10 as we mentioned many times in this book. In somewhat, this topic might be the most important one in this book, because we talk everything in this book is for reaching there, the given goal, actually the final destination. We have to continually stick at it and make clear our goal



always. Should be reminded of where we are headed always, every time, in every moment. Then we can persevere to any difficult circumstances. Anyway, to decide the final destination is important but to stick at it is more important.

I know it is not easy to stick at it always. There must be a lot of reasonable WHYs not to stick at it; physically not available, emotionally not available, and maybe financially not available, so on. But look at those who had sticking at and made it in the end. Surely, they had a lot of pains, tears, sweats, and also endurance, perseverance, persistent to stick at it. Even the bigger ministry, the more many pains.

Both decisions will give you pain

Let's talk in this way. There will be some options to them in times to decide they are coped with: 1) quit now; 2) Keep on going. Both decisions will give you pain. To quit or to stop here looks probably giving you freedom for the burden. And to keep on going also is giving you pain. In both case, you will get in trouble. But let's think of it a bit more here. If you are keep in going, you will get pain, sweat but if you quite here you will regret for the rest of your life.

Have you ever heard this? One searcher presented how much, what is the most regretted thing once people die! Can you guess what was the number one? It was what they did, not accomplished what they wanted. That is the Number One. It means people, human being want to complete what they want to make it, but many people don't, so regret once they die. In the moment of departing of this earth, they regret not to made it, but as we know it's already late.

That's why we need to stick at it continually, to the end. Anything you

had planned to do in your life, you have to completed, if you don't, you can't leave happily in this earthly life. Jesus said I have done what my Father wanted me to do. St. Paul has also confessed the same. We have to confess the same once we leave here.

Fish discover water last. Peter Drucker, the father of management, wrote it. As I understand, this means if we look for the ways continually, we'll find the answer in the end. Correct? Because fish couldn't survive without water, so she is desperately looking for the water.

In the Bible, Matthew 7:7, "seek, and you will find it," So I guess it is the same concept with Peter Drucker's. Anyway, those who seek the way diligently, finally they will get the answer. But we have to seek the answer continually, not once or a few times, but continually until to get what we needed, then we will find it easier than we expected, later on we will find it was.

Just guess how much the fish wanted water while she was in thirsty, as I said a bit already. It is the same to us, especially as a leader who has responsibility, whether success or failure. We are in some sense "seeker" continually, and also we are the pathfinder continually. We are trying to do in trial & err continually, then we will get the answer.

Why? Because we save our energy, getting 'know-how' through seeking, more experiences personally through trials and errs, so finally we must be found it!

### People in the moon

As we know, the president of the USA, John F. Kennedy decided to send people to the moon. That's their final destination in those days.

I guess many people were negative to his idea, and maybe they thought it's mission – impossible. Eventually NASA made it, and not also NASA in the States, but many countries tried and completed that dream. I think they were tried tirelessly! But they made it finally. How? They had been stick at final destination, final landing spot, arrival spot.

Of course there must be a lot of trials-and-errs, as we know. In this course, many people sacrificed, died on the way because it was first experience in the world history. So nobody knew what's going to happen in the process. But they were kept on going, because they thought it's not impossible, and a lot of people, especially experts in that areas were involved in the project: mathematicians, physicians, computer experts, astronomers, so on. And also a lot of money was being used in that process. But they were kept in going to the completion of that mission.

Not only the project, "people in the moon," but all of our new ministry takes these sacrifices, even our project of MTU will take a lot of things to make it: vision, endless of trials & errs, endless pushing forward, a lot of tears & sweats, many objects, but finally it will be made it just like "people in the moon."

Success and Failure. One day I found these two, 'success and failure,' are difference but in just two side of one sheet of paper. Why? Sometimes we feel something strange. Just it looks going to success today, of course, the reality for present is successful definitely, but in the next morning we feel very disappointed about it, so exactly looks like failure. So we call it, "coming & going," AND "heaven & hell" in one day, or in the moments.

It looks like illusion which is not truly in reality, only feeling or only our mind is up & down. If it happens too often, that's a big problem. We better to accept those happen naturally, maybe, because we are tired, stressful, then happens in our mind, and heart.

But once it happens to us, how to deal with it? I think we have to be careful, and cautious about this mishap, so maybe come down, and keep them in mind peacefully.

Need to forget: Sometimes need to forget our ultimate landing spot, I mean the deadline. For instance, if we got the deadline too far from here, we probably put down our mind loosening...because still has a lot of days to go, so we tend to sleep and become in mediocre. I mean, need to take a rest once in a while, but never give up.

Let's leave it to God's hand

I have preached at one church on Wednesday evening in Seoul downtown. They asked me how I worked in Kenya. I told them about the concept, "Fish Discover Water Last" and two key issues with that: Critical Point and Brutal Fact/Stimulate Progress.

Firstly, our due time and God's due is different. For instance, I thought I have done my work everything what I have to be done; my energy, my time, my money, my endurance, my sacrifice, all of mine, even my physical sacrifices, but I thought the mission which were given by God is not done yet, then I thought probably God's time is different from ours, and then I accepted, saying "I have done everything, so let's leave it to God's hand. I can't do anything for now, anymore." Actually, I thought this way eventually in Kenya and came back to

Korea for the rest. By the way, something has happened, I mean God was working for this mission.

Secondly, Fact is bad but has to keep on going. That's our struggles to all of us. We may call it paradoxes. Two are very different but should be in place. If we want to success, we have to accept this unacceptable reality. Difficulty, BUT Keeping going.

Looks Easier and Faster. People around me surprise what I am doing and what I have done up to now, even in a year. I think I gave them, of course, unintentionally to trust and believes that I have no changed, no oscillations at all. So getting more and least resistance from them and the moving forward easier and faster. On top of that, I am thinking of my mission to complete, so no room to come into other things.

No oscillations are important. Of course, minor up and down is acceptable, but we shouldn't be changeable of major direction from beginning to end. How we stick at it. Of course our mission is the most important, but I think we need particular self-discipline to do that way. People has nice and wonderful vision and mission, but they were not self-disciplined to keep it constantly. People see only part of the Iceberg, only to be shown them the surface of it. How many percents are underneath of Ice? Almost 90 percent...what I'm saying here is I have done a lot what people couldn't see it, a lot of suffering, tears, pain...People are saying that it looks easier and faster, but definitely not that. Anyway, once we focused on the one mission continually, we can make it is easier and faster than people imagined.

## Future & Present

It says that only planning is bringing the future into the present. It

talks about important of planning. Only dreaming is not enough. Everyone get dreaming about something, but only a few moves on the planning of it. There is also saying how we make good plans is a measure of our overall competence. The better we have the plan, the easier it is for us to overcome procrastination to get started, and then to keep on going.

So making a good plan depend on our ability. We need to develop this kind of ability constantly. Yes, we are living in the present, but also without living now for the future, that will be less meaningful. Why? We human being is living for the future. I don't know about your reader, but for me almost and always leaning to the future, near future and far future, and it kept me alive and even lively living.

Even in the Bible, future & present are exist together always. We pray for now, but it means we expect something happens in the near future, so it is good and wise to get harmony between future and present.

Impelling Force. You know what that mean of it in the Dictionary? It said, "markedly effective as if by emotional pressure." There is another term, "compelling" which means 'driving or forcing.' Feeling both similar, but it is different slightly. I guess the difference is: "compelling" is pushing by ourself, leader himself, physically and intentionally, but "impelling" is a little soft, which means leader give them motive, somewhat motivation, then they feel some 'forcing energy' from their inside, that's impelling. Not sure this is correct but my own definition, and hope it's right.

Yes, once we are going to complete some ministry, we need 'impelling force' from their inside, from their heart, from their innermost, say, "I must to help him to do this project." "I have to do it." "I want to do

it.”

I got this feeling once I started this ministry around 20 years ago! Dr. Melvin gave me some informations, just informations, by the way it lighted fire in my heart very strongly. Also it was lasting in my hearts next 10 years, and I think still I have it. Nobody can't put out that fire in my hearts. That's it.

Reactive vs Reflective. As you know, there are two kinds of people once to cope to something. Directly, Steve Jobs of Apple Computer was a reactive person, and Bill Gates of Micro Soft was a reflective person, which I read from some article.

As you think, we need both approach style in terms of situations and circumstances. Because sometimes we need to be quick to urgent situations, need timely decisions. Also in the another time we need to think for a while once a long project is going and just keep it going well, we don't need to be quick, quick style. So according to circumstances, we have to decide which style is more matcher than others.

Much later, Steve Jobs changed his style to be reflective, then he doesn't need to be a quick style all the time, and also Bill Gates changed his style a bit more to be reactive! So he doesn't need to decide everything very slowly. Actually, I am a definitely quick style, yes it makes mistake and something wrong once in a while with that hasty. But I like to say here. Once we start some ministry, some project, we need to be quick decision, as Peter Drucker said, “Timing is everything,” so if we miss the opportunity, e.g., timing, everything might be distorted before to start-up itself.

After start-up, we need to be more reflective approach because some

people couldn't follow our speed, and some have different approaching style even among our key members, they have different life experience, and different background, different philosophy academically, so to be reflective approach is wiser in the flying time, in the course of procedures. No need to be quick style always, but once it should be done on time, we shouldn't be hesitated for it. This is what I mean here.

Something to Consider. Once we are communications with others, individually or in groups, we need to be cautious at some areas: fake communication, egocentric direction, controlling, to get private information, and misusing, so on.

Sadly, in our society today many wrong things happened, so as same in our communication. Sometimes we tend to fake communication. Of course, it is understandable once we are pursuing to do completely, we are using a little fake (more motivated intentionally) communication, but we have to be careful it should not to be our habits.

Sometimes we may communicate just in my point of view, so it's ok to me but something bothering to them. Yes, we do this way time to time. We have to be careful not to do this way continually. Also, we are going to control others something with wrong concept. I mean, we use strange tactics with curiousness. Sometimes people are communicating to get private information to others. Do we need to know their private information? Of course, they say, "to care for them more nicely, so collecting more private information." But, actually, this is definitely not correct!!! We have to be very careful to know other's private matters, also to deal with it. We need self-discipline about it.

And, also not good to misuse the information on the other people.



We have to be very careful on this as well.

### **Not getting Done, also God's will?**

People might say that it is God's will that is 'NOT getting done of it.' Yes, it might be true, but we should not adapt this idea all the time, to all of our ministries. We'd better to learn it. Actually this is a sensitive issue and also to refer on this issue is also risky. But I want to deal with it only one time in this book.

Who has responsibility which was not getting done? Honestly speaking, it's totally upon to us, especially to the top leader. Why? We, as a leader, has full responsibility whether to success or not. Look at leaders around, just simply, let's look at Dr. Melvin in the Lay Pastors Ministry. He has done this ministry nearly for 30 years and now gone to the bosom of the Lord in heaven. He took full responsibility to this ministry. And once he has said that "God's work should be done by both, God & human being," which means we human being has half responsibility according to his logic. So if some ministry is not getting done, that's not God's will at all. That's our problem.

Probably lack of experiences, lack of leaderships, lack of strategies, lack of people, yes, probably it might be too big to get done for us, for me. But actually it's also not proper excuses! We need more competent people. Yes, also money is a critical issue to deal with. That's true problem to the every ministry. In my personal experience, money issue is not all. Because I used to tell, "money comes very last." It comes, but very last moment.

Sharing progress is important. I am talking with colleagues, even my young siblings about my progressing of Melvin University. They love to hear and enjoy listening, even love to see the progressing of University for the finish line, that's Inauguration ceremony on July 31.

By the way, that's good for me as well. Sharing our growing, our processing with other people is good.

As much sharing our faith to the others are important as we share our mission, project, even difficulties are also necessary to share.

How was my communication with people, especially with John Ogillah in Kenya? It was through WhatsApp Messenger. He reported me every day, and I gave him response and my feedback always. It makes us tie together stronger. It makes possible for us to make it what we had planned in the beginning, and we will do this dialogue system continually.

To grow more than them is leader's own responsibility. I found another thing is to share leader's knowledge, info, data, resource, especially intellectual resources. If leaders know many things intellectually and academically, but his team is not having these resources into their hands, they may be jealous to their leader. Of course, leaders should be the higher than their members, intellectually, and strategically for the ministry. If they don't, team members are not believed in their leaders to getting it done in the end. Of course, leaders have to be integrity in progressing. To grow more than them is leader's own responsibility. So as a leader, we have to work hard to be grown up ourselves in both areas. That is the first stage on Motivation.

Second stage of Motivation needs more skillful. I'd better to say artful in leadership. In this stage, leaders have to lead people nicely and

safely to the final destination, and should be checking where they are, e.g., whether they are burning out or not yet, or are they o'kay? And check it out each other these, do we are flying for final destination, also are we on the right track? And to communicate more personally, not just on business, because they were grown up, so they know what's their business is. Feedback to them even tiny things, small expressions because their expectation is higher than the first stage.

There is another airplane which is fueling to the other airplane in the air. Sometimes they are shown up right above to it, and fueling to the original flight which is flying to the given destination until to landing there safely. These are all of the job for leading person, the leader.

## Team Ownership

One day, I thought only Ogillah and I are talking each other, then he transmits those ideas what we shared to his Steering Committee. I found there is some problem in this present system. Two were in my mind, Ownership & Responsibility, and also I am just giving them, then they just receive passively. They are not proactive.

Of course that's understandable because it is now, in the beginning stage for them and probably I am old than them, so they tend to rely on me. But this kind of system shouldn't go forever. Now time to change of this approaching style anymore because they know something as much as I know about how to go and what to do for this MTU destination. So I sent this message to Ogillah.

*Hi Ogillah,  
I am going to talk about "URGENCY." Prof. John Kotter, Harvard University, pointed this with WHY we Failed? "Allowing too much*

*complacency....without enough sense of urgency."*

*Many people were failed. Because they didn't work their part. Melvin pointed this as well. Only rely on everything to God. If we say 10, people will get 4 or less. If we tell 4.. they don't do anything ..just sleepy...means they are forgetting slowly.*

*I found some are already forgetting our projects. No Contact means No Work. If we spend this walking step until September...almost giving up. In September and October ... .people and church are preparing to end up this year. We are leaving for there in November.. So time will come to decide whether keep on going or stopping slowly. People around me almost forgot our project. Once they stopped its really hard to waken up.*

*Even some key member doesn't care about Melvin University as I told you. They are already satisfied with present Seminary itself. And they are much smarter than us as i mentioned earlier.*

*In this process.. I am afraid we can make it?.. No wording..lip service.. need to see Real Reality.*

Definitely his committee is changed too as well

*Can you talk with your committee about this matter? If they don't push you...they are giving up slowly... I am sensing. What are you going to do. Do you have money in your hand? That's good. If we don't have money, don't have urgency, don't communicate others. Definitely we will fail. That's the answer. People have this answer already. No more only wording for this project... Look and feel this urgency.*

*Maybe we will be same to some people in the States, just were saying many times... "We wish we have University." In that mindset... already the game is over. Now... Is time to decide to Give up or Keep going. Then, How to give up, How to keep going. We have to clear answer...if not... Giving up.*

*If no one, give us the promise to donate until... Before we fly to Kenya... It's very clear to give up. Any other ideas?*

*Tell me now. Now is your turn. You are in charges of this project. It's up to you keep going or give up.*

*I am fully sacrificed... I know it myself. Furthermore, I'd better to wait your action...and give up slowly.*

*It will be decided in two months.....in July ~August.*

Soon after since I told to Ogillah, he changed and definitely his committee is changed as well. They are now having full-ownership and so get Responsibility to be success or failure. It is working rightly and also continually.

As you seen, Team Ownership is very important because they can be getting things done. Let me tell you about LPM Korea. Melvin advised me two things when I started this ministry: producing Newsletter and making Team, because you cannot cover all of Korea alone! That was true. So I made a team. In the very beginning, 2-3 people came to me, later 5-7, lastly 10-11, so we have 11 staffs for LPM Korea all the way, around 15 years. They know I (Byeong) am the leader of this ministry in Korea because I am only full-time worker for this. Of course, they think to be success or failure is fully up to Byeong. Yes I had that in my mind, but from the beginning I often told them we, our team, have responsibility for LPM Korea because we are gathering here for this ministry. So to share success, also to share failure. In the end, not too long, they had full ownership including me.

## Dysfunctions of a Team

We cannot be avoidable this topic, because what we are doing in the ministry, is definitely team ministry. So we need to deal with this issue. As we know, the expert in this area is Patrick Lencioni, wrote the book, *Five Dysfunction of a Team*. You can see more in details about this at end-notes. I will just pick up a couple of important concepts which was helpful to me directly, and I will write down here.

Above all, he talks about "hesitate to ask for help" in the first section: if we don't Trust each other. This is an interesting part in the team. Do we hesitate to ask for help? Why? Of course, we can't ask right away after encountered now, a few minutes ago, but time passed a

few months, a few years we can ask for help, not only financially but in the areas of ministry. One of my colleagues is doing this very well. Actually, I am an introverted person in this area. He approached me and ask for help very easily and in ordinary. Sometimes I am embarrassed a bit.

And then Patrick Lencioni mentioned Conflict. As you know, there are conflicts once people work together for something. So conflicts among them are natural. We don't need to avoid this, in somewhat it might be helpful for all. Most of team members are afraid about this issue, Conflict. But I found some of competent staff-members in Korea tend to accept gladly to get discussion, dispute in harshly, but in the end we will get more good solutions, and more productive.

The third issue is on the Commitment. Through Trusts, Conflicts, its team member are getting to tie stronger each other, because they discussed and disputed a lot, and found each other for possible working together, and smoothly moves on to Commitments. If we overcome those previous two, this third one is naturally happening.

What we call, the Final Destination. The stronger in the team concept, the more Accountability toward the given mission. That is true. I found stronger team tend to check each other how he/she is accountable in the project or ministry to complete.

Last one is what we call, the Final Destination, e.g., the Result of what we had planned in the beginning stage. After all, we, the team, exist for this final stage to get results. If we didn't get to expected result, how desperately disappoint of it, and all to stake-holders as well, it will be terrible experience in their life.

As you see there are five process of term ministry, and if there is dysfunction on each, we couldn't make what we wanted, so need to look at how it functions well, and also to modify those dysfunctions before too late!

The Bigger goal is the better. People, especially big people, are more interested in the bigger project, bigger mission. There are two kinds of mission in the world, bigger and smaller. Both are equally important. Let's talk about my case, for instance: Institute and University.

Institute begun in 1999. University begun in 2021. Through Institute last 15 years, I met a lot of people and grown up enough myself. But through making university, I met another level of people and I have grown-up different level from Institute's. Some people who were not interested in the running of Institute, now they are interested in the making and running university. Why? Probably they think university business is higher than Institute, also they think proud of themselves to got to know who is running university.

Another way to consider is that why bigger mission than smaller one. That's definitely for ourselves. Once we get bigger goal than our present ability we are more challenged so bigger one is much better for our personal growth.

Importance of practice. There is one story of the man who stops a musician on the street in New York and asks how he can get to Carnegie Hall. The musician replies, "Practice, and practice."

As all of us know, the practice is important key to get advanced skill. Through the practice, we can learn, and it makes habitual, so we can make what we wanted.

Also, what is the practice? Practice is the repetitions. I have done a few important things many times in many years. Especially for making Melvin University, I needed these principles more ever than before. Because we have done this mission in due time, July 31st, 2021. So I needed more energy, more concentrations on the given assignment. Without this strategy, you can't make it. Believe it!

### Brutal Fact/Stimulate Progress

These two look paradoxical. Reality and facts are terrible, and then how we keep on going? Actually these two are not matched at all, by the way we can't discard any one of these. Sometimes facts are more important than dreaming. Know the facts, see the fact but also keep on going. This is paradox and no matched each other, but in some sense we need to see both sides of one coin.

We can't discard the reality, the brutal fact, terrible reality, looks no way to get out, AND also our destination is over there, it's coming tomorrow. What do we are going to? Giving up, forget it? We can't throw away of these two. Then we have to think a bit and keep on going, or if we keep on going, we might get solution of the present reality. No idea how to do it, but we can going forward in imagination, in dreaming and as we often said look at the final destination even it is not here yet. Most of people only look at the reality, e.g., negative side, so used to say, "Not possible, in conclusion." Because they have seen only its realities and facts.

Let's talk about our project to shift seminary to university in Kenya. Actually, the fact, reality is terrible. No promise at all, no money at all, no manpower at all, no experience at all, only failure experience for



me, because I tried to make university in Korea but failed. For me, there is no land at all, no money at all, so someone put some money for buying land, but constructions and preparing Documents needed huge money, approximately 6 million dollars needed even excluded the land. Finally Dr. Melvin advised me, "Byeong, you'd better to stop. You are not kind of money-making person. That's not your talent." So I stopped.

There are some differences. Now, it is the same then and today. No money at all at both occasions. But the difference is that people are different (I and Ogillah), the place different (in Kenya), the situation is different (has accredited seminary already). What I mean is that the reality is bad, but there are some possible if we look at more in detail. We catch it in our hand and go forward to it. Then other things what we necessity are coming up one by one. If we go forward, these things are coming to us. If we don't, they don't. Just like If we don't, God don't. If we do, God does, and this Dr. Melvin's confidence as he was saying, "When we do, God prosper it (ps. 1:3 c)."

This is the answer, even terrible facts and reality is there, but we go forward in Faith (Jim Collins's book). I may switch to this, "we go forward in faith because this is God's vision."

You know this idiom, "failure is the mother of success." This is true to Rev. Rick Warren of Saddleback Church in the States. He once said, "one truck of failure's story, but one book of successful story in the Saddleback Church." Saddleback is the biggest church in the States. Even though, they had a lot of failure experiences. No afraid to be failure, it does not matter. It should be there, and it is there always. But they prayed and keep in going, finally they made it. One more illustration in Korea, it is Hallelujah Church. They were built the main

building, so they have been digged a big hole for sanctuary, but IMF came into Korea, so they stopped the construction, and then heavy rain filled that big hole. It lasted 10 years without progressing construction.

Finally they were succeeded in built. They had worship services at small gymnasium, even the members were around 5000 people, so they prayed, endured, persevered for next ten years, actually nothing happened even prayed a lot, many people left away, but they prayed and keep on going. Even the senior pastor was in oscillation; staying here or back to the States, because his children were in the States, they had US citizenship. But he was keeps in going even in the midst of terrible realities.

Finally, they were succeeded in built and even the building got the first prize as the most beautiful building in that city, whether church buildings or secular buildings. So the senior pastor retired happily without left any debts.

That's it. We see the reality but have to keep in going if we are a great leader. People want their leader to be like this. Of course, Melvin Theological University will be progressing like this, and in the end, we will make it.

Perfection? or Direction!

Dr. Melvin said about this and actually we, human being, cannot to be a perfect, but if we got right decision, that's enough.

Once we are doing something, we tend to, "making perfect." Yes, we

can make perfectly, and that is the best. But we shouldn't think of that way too much, and if we focused on the perfection, we probably cannot make it, just like speaking English. When we are leaning spoken English, most of us have this experiences as follows: One of my colleagues who was studied at English department at University. He was tried to be perfect at grammar of English, so whenever he talks with Americans, thought of being a perfect grammar. Undoubtedly, while he is thinking of the grammar too much, the person in front of him ran away, gone without waiting for. That's the reality.

So once we are trying to do something, if we think of making it perfectly, we cannot move forward, so that's why only focused on the being a perfection too much is not wise. I read many books on leadership and management, buy the way, most of the books were not talking about perfection in making something, but mostly were saying, "just trying something a lot, then pick up what is working." I think this is truth and keep in wise choice.

Go slowly. I found some metaphors through this MTU journey, which was talking with the Principal Ogillah for a couple of times: Splinter and Marathoner. I have used this metaphor for a few times. I was jogging at school ground which is close to my place in the early morning every day. I was walking slowly in the beginning, but it was not enough for my physical exercises. I said myself just walking is not enough, no good for my health. So I need to change my pace, speed, because one of my colleagues advised me to "exercise until you get sweat." So I have begun running since then. It was nice, and I got sweat in 20 minutes, and come home to take a shower. Very good feeling!

So I shared to Ogillah that we need to go forward, and sometimes

just like splinter, sometimes marathoner, sometimes, a little slow. But I found and warned to him "going slowly" should be very careful. If we go slowly ..... just for two weeks, people might think of, "Byeong & Ogillah must be stopping soon, because they are almost sleepy."

So someone's telling to "go slowly" for me needs to be a little cautious. He doesn't think of how serious our vision, our endeavor for now. Yes, I know what he meant, said "go slowly," he told it because to worry of my energy and health. Yes, thanks about it.

But once I think of my physical energy, I am a hasty style. Sometimes we need to do like that, not every time, but in times of that case when we need desperately we have to be speedy. I hope you understand what I mean.

## Ministry Culture

We need to deal with Culture while we are doing ministry. That is indispensable, and not to avoidable. Because I read one concept, saying "Culture trumps Vision." The expert in this area, Samuel Chand wrote the five cultures in his book, *Cracking Your Church's Culture*.(© 2010). He said Inspiring Cultures, he focused on the 'authority is decentralized.' Accepting Culture, he focused on 'to slow down a bit to be sure to miss the holes.' At Stagnant Culture, focused on 'to moves slowly to avoid damage,' at Discouraging Cultures, say 'to stuck in the mud.' Lastly, at Toxic Culture, says 'on the road, but the bridge ahead is out.' He had written well.

Let's compare the culture of LPM Korea with these cultures. As you see, first two cultures are good, e.g., Inspiring and Accepting. Actually, LPM Korea had this culture. I am saying that we had a good culture.

And at the beginning of the stagnant moment, we had been shifting the direction of ministry toward schooling, and it worked well.

Anyway, some organizations must have those bad cultures. Dr. Samuel Chand mentioned for a couple of problems, and some I have agreed as follows: First, blaming others. Yes, once something is not going well, people tend to blame others especially to their leader, just like Israelites those who blame and complaint on to the Moses. And maybe there were power struggles happened at many organizations. This it also relates to leadership as a top person. Lastly, among many other things is the lack of authenticity. Dr. Melvin expressed this as Integration in his PACE Training Manuel.

Expectation for the future. Is that wrong to get happy dream for the future? Looking forward to getting it? No, not at all. Is that true to all, "expected too much, disappointed very much?" I accept this proverb, but that is not adapting to all, not to all situation, not to all people.

I like to see it more positive than negative and making plan and then expectation is natural to any human being, and it is acceptable. No expectation? Not trying, not endeavor, not trial & error. So proper expectation, then proper trying, proper wrestling, and tears and sweat a lot! Yes?

Opportunities. God gives us opportunity, and definitely it is all the people in the world, whatever which country they are belonging to, whatever their background, it does not matter as we know. The matter is here why people missed the opportunities and regret in the end, and left this earth with terribly regrets. First, I think they are not ready physically which means not prepared intellectually, not as mature to take it, not in the mind set, etc. And they don't think of it. Seriously,

so to feel they don't need to get it in their lives. What we do we mean seriously? I guess it might be insightful? Or don't know the value of it? Anyway, there was no seriousness.

Next, they might think that is not too big shot to be shown to people, so to forget it, to discard it. Is that really trivial things? I don't think so. It depends on how to deal with, how to discover the gold from its inside, and how to sketch, how to make up, so it depends on totally up to our viewpoint and skill to sharpen.

Maybe some other people think it is not famous one to be shown splendid! Yes, that is true, and something are not noticed to the people those who are not interested in there. So now, how to solve this? My quick answer is always "ready to accept," ability to "prepare for the near future," and committed to our Lord.

Unstoppable progressing. What is that mean, unstoppable? And how can be unstoppable progressing? Let's think of it, unstoppable itself. Once we are doing, we are keeping going naturally, feeling that impelling to go on, so definitely we feel it not possible to stop it. Because not only I alone but many people are on board which are not possible to stop it. Too much energy, are moving forward so unstoppable. Actually, we need this kind of progressing.

If so, how can we make unstoppable progressing. Once people are more and more interested in one ministry or project they want to stay on track constantly which need to give them another thirsty and another one continually.

Finally they reached the goal God gave them. Where is miracle! I found no miracle at all. Of course, God gives miracles as He needs it. For instance, Moses.

People think just Miracles happened in the Mission, or Ministry. Yes, they can that way easily.

People easily says just Miracles happened in that Mission, or Ministry. Yes, they can think that way, but every accomplishment of God's work is not that way. There should be a lot of pains, sufferings, tears, huge sacrifices, a lot of success and failure in the process, and finally they reached the goal God gave them.

Even that mission was given by God Himself, the most initiated by God, there are those process to reach there. Definitely God doesn't give us without those process, I don't know why, but that's God's way. So we are to ready to accept those process, that's suffering from the beginning. Of course, we start without knowing that from the very beginnings.

## **Level 5 Leaders**

There are five levels of leader, what Jim Collins pointed in his book Good to Great. (in page 20). He said the highest one is level 5, which implies both sides of a coin, "humility & professional". I will write more in details later.

Jim Collins said Five leaders and among them 'Level 5' caught my attentions (in the book of Good to Great, © 2001). Other 1 to 4 levels of leader are known to us already:

a) Capable Individual, b) Team member, c) Manager, and d) Leader. He called Executive for the level 5 leader.

Also, Daniel Pink wrote three kinds of leadership in his book, DRIVE (© 2009). These two books are similar: Pink wrote it in chronically, e.g, Primitive era to today. As already know 'Stick and Carrots' leadership, then 'managing leadership.' Now it is in 'giving autonomy' leadership. He stressed that this old leaderships do not work anymore.

But Jim Collins found five levels of leadership through his research, and wrote in his book, Good to Great. He studied about 1,400 CEOs in the world so he and his team, actually graduate students at Stanford University, concluded in a word Humility/Professional which became the key concept of Level 5 leader. I am using this leadership in my ministry right now. I am so grateful to his findings that gave us these invaluable insights.

This is what I got, in my paraphrasing, from his concept. As much we are bigger leaders, we need both, Humility/Professional, definitely. In the meantime I found why it, these two' concept, and just these two are both sides of one coin. We need these two sides clearly and completely. They are totally complimented each other.

We are very humble and also very professional. Let's look at more in details. If we are only in humility person, people tend to neglect us. That's the people, human being. No blame on them. That's natural! In the other hands, if we are only being a professional, only have this side of gesture, behavior, people don't like us and feeling business-like, and cold-oriented. Even jealous toward us and envy as well.

But once we have both in humility and also in professional, people see us good and nicely, not neglected but respect us, because we are very humble and also very professional. That was Jim Collins and his team found from research.



Can we talk a bit more? My personal story. I was actually humble man which means was born in the poor family at very countryside. My father was a shoes repairman, and mother was just an ordinary housewife. My elementary and junior high school at country, which was very poor teaching. At high school also was not formal nice school, but commercial school which focused on the getting job after graduated. I also failed a few times to enter higher schools, finally jumped into a small theological school not formal university. Whatever, I was generally poor person, so must be humbled automatically. People like me, but not that much capable-person, just ordinary person, and I cannot overcome this short-coming on myself.

Fortunately, really by God's grace with through this ministry, actually since meeting Dr. Melvin, my life is totally changed, somewhat became professional. I was very humble because I did not have much like others. But slowly, I got confident in myself. People know now I am professional in my area, e.g., Lay Pastors Ministry!

Now I am clearly understand what that mean of being a Level 5 leader; Humility/Professional. How about you? Are you having these two concepts in your life? I think I am now getting bigger than what I am. I need more in humility and more in professional, not for my own reputation, but for giving honor to Dr. Melvin, and ultimately to God. I want to be more closed person in this both area and hopefully ended up my life with satisfaction

Big fish in the small pond

In any organizations, any ministries, there are some people those who are very competent. They tend to think always: "Do I have to stay here longer?" So once the organization, or ministry is not growing, not expansion, they can leave any time! Because they are big fish, and

uncomfortable to stay in the small pond. So only two options for us as a leader: to let them leave, or to make the organization getting bigger. Definitely the latter is more wise option, and definitely it's totally up to us, as a top leader.

In the case of our Institute, those moments were there for a couple of times. In the beginning, actually, fish were small and pond was small as well, so no problem at all. And a few years later, e.g., exactly two years later, big fishes came into our pond. And our pond was upgrading slowly and getting bigger pond through helping by them, and expanded internationally, so big fish in our pond were satisfied with it slowly. I think they decided not to leave our Institute, because they think that they can grow in our pond, and pond became more and bigger, just like river and later on it became just like ocean.

And something happened, that is the third stage. Just small fish, those who started this institute couldn't survive in the big pond now. They are shrunk, and they might think to leave and thinking by themselves, "I don't need to stay here anymore, in this big pond." That's sad. So, some left and some are still with us, but they are in a little behind the scene, behind the screen automatically. As a top leader, I can't keep them both, big and small fish, in the one pond. That is challenged for me to manage this.

I found three ponds in the Kenya presently as well. LPM Kenya, LPM Seminary, and Melvin University. So it's good for people to put for them at proper place among those three different ponds.

Determined and loosen. This is related to our leadership as a level 5 leader: humble/professional. I think we better to be soft than harsh as a top leader, but once it's time to decide, we have to express

something unusual, and actually it's better to determined than loosen as usual. For instance, I have used illustration about sprinters and marathoners. Sometimes we need to run just like splinters, but at other times, we haven't to run so fast, and we need just like marathoner.

So we have to figure out what we need for speed now, and we have to take an action which means to determination if we do figure out the timely demanding, then we can be a good leader, and if not determined leader always, then many things will be distorted!

Centralized and Decentralized. Many people in today's church, especially people in the lay ministry, are saying "decentralized," NOT centralized in the ministry. Yes, definitely in the PACE ministry, it should be decentralized of ownership. Also, Dr. Melvin stressed it in his two books.

But in the other side, there are many things which are centralized, and many characters in the Bible have that. Of course, many churches including Koreans have changed a lot in last two decades. Mostly are decentralized in the system internally, but there should be centralized in some parts, some areas.

Let's back to our ministry, LPM. There are two styles in existence: For instance Headquarter of LPMI USA is in New Jersey, and it is a kind of control tower, e.g., managing the ministry all over the world. Main idea is centralized from there. Not only there, but in LPM Korea is same as well. Headquarter, e.g., my role as a national leader is very important. Actually, 3-4 people including me are having main idea, leading group, main resources-developers, kind of R/D is from the HQ.

So the best way to do these are that Managing-centralized, but

Ministry itself is decentralized.

Functions of top leader. I found for a couple of qualifications to be a top leader.

First, top leader should be brave to go forward even in the worst times, because in those difficulties people are afraid to go forward and also hesitate to jump into the rolling waves, then the top leader has to jump into the danger pool first, then people around see what happen to the leader. He is still alive and to keeping going. People surprise then and accept the leader is real leader of their present and also their future.

Second is the sacrifice of themselves. Once people see the sacrifices of their leader, they move their hearts, because their leader takes every worst things bosom in their hearts, their personal acceptance, so people know more understandable what the leaders are.

Third, leader gets attention of people to the final destination. That's an important function of a top leader. That needs very skillful leadership, and demeaning more concentration than any others in the group. Always, should be focused on the where they are headed and when/where to land. People want to know constantly where they are going and when to land there.

Last, top leader should be crazy to accomplish its given mission. No question about it. Everyone out there should sayings their leader is crazed to do that job completion. Actually, he should be crazy to do that job done, then the job done is possible. I mean, top leader has to use all of his energy and all resources around, then the mission possible.

More competent people around. Why do we need to become a Level 5 leader? Recently, I think a bit more on the necessary for being a Level 5 leader; e.g., humility and professional.

I need to be more professional in the management of how it is going in terms of MTU procedures, because it's getting more complicate, more intellectual people come around, more competent people around, so I need to talk with them in the level of their point of view.

And, in the other hand I feel I am afraid how to relate with those competent people? So I got to answer myself. Aha, I need to be more humble. Of course, I am ready to cope with this reality in academically, in the leadership for upcoming, but still I need to be more humble person. That's why Level 5 leadership is more important, especially for myself.

### Leading in Changing Times

Once we are doing ministry, or project we need to go through in difficult times, leading people and on top of that if we are staying at there, difficulty in the length of time, people and also ourselves are sick and tired to endure, persevere at that desert, so we need to take them to the promised land safely. We call it Neutral Zone which it was really helpful for me with how to go through from this resource and more in details later.

People are going to quit once it is not going well. This is another major point of this book. Most of the people, most of the ministry are going to stop in this phase.

They want to succeed what they wanted, what they planned, what

they thought, but as Dr. Melvin said something takes time to be done. He mentioned mushroom, bamboo, even getting baby born take many months, or others take many years.

Yes, even we have a clear vision, clear picture, and on top of it we got promises from God, it needs time to get into our hand. Can you remember that Israelites came out from Egypt to go Cannon, to the Promised Land. Even it is Promised Land they jumped into Median desert, wildness what they never expected to come into that swamp, but sure it was there. They left Egypt with hopeful expectations, they left Egypt boldly, but could not come into the promised land directly.

Every ministry or project needs this kind of times, it called "Neutral Zone" what Dr. William Bridges put it into his book, *Managing Transitions* (copyright © 2016, 4th Edition). Left the past, but not yet the bright future. They cope with the giant, "present", e.g., reality. There people are thinking a lot.

Transition is to mover from here to there emotionally. It is how to manage "change." This is also a tough job to many leaders. Because they don't know well and there are two basic concepts: CHANGE (physical change), and TRANSITION (emotional change).

We need to know more in detail of these two words as mentioned already: Change & Transition. The author of the book, "Managing Transition: Making the most of change" (© 2016, 4th edition) William Bridges explained this very well in the book. Change is to move the place or the position, e.g., move physically here to there. Transition is to mover from here to there emotionally. So the two concepts are totally different.

The first one, CHANGE, looks with our eyes apparently because

physically moved, but TRANSITION is not seen with our eyes, especially mover from the past to the future.

I am going to write on the TRANSITION here because it is more important in our ministry. Of course, sometimes these two are overlap. If changed the position, people also could change their mind as well. You know it. But the most difference is taking people when we take them from here to there, from the past to the future. In this process, we need a really important concept, called Neutral Zone, which Dr. William Bridges was used in his book. We will also discuss it here.

Let's have illustration of the Israelites those who left Egypt for the Cannon, the Promised Land. But between there, Median Desert were there. The people stopped and wandered a lot, as we know 40 years. Surely they left Egypt but should not come into Cannon directly, even some never footed in the Cannon land which was God's promise. Of course, this is one of the metaphors in Transition.

But major oscillation is not acceptable. As a leader, just like Moses, we want to take them in a short period of time, but it is not. Once we have taken and lead people from where they are to where they could be, take a lot of time, as Dr. Melvin said, "something take time." Especially, from the past to the future is more true.

Some might say let's go back to Egypt, to the past, this is not ours, maybe we had wrong faith, so complaining to their leader Moses. This is natural to the people. We can't blame them, but as a leader we have to keep on going even sometimes very slow and tedious progress., and sooner or later we will get some sign in our hand, maybe very tiny signal in front of us, then we get confident in our decision.

Right here people are forwarding and also backwarding, e.g., go and back, go and back, called "Oscillation." Robert Fritz used this term in his book, *The Path of Least Resistance* (copyright ©1984). People are in Oscillation too much. In my experience, a bit of oscillation is acceptable, because I also did it. But major oscillation is not acceptable, nor permit. Why they are in oscillation too much, too often? They are not rooted firmly to their determination. Do you want only God help you to be done of the given ministry, or don't you want to be done to please God? Where are you? Which one is your style?

Dr. Melvin wrote at Training Manual that the ministry is the co-working between God and Human. Furthermore, he said, "God will not work without you; you also cannot be doing without God." After all, his mentions are we both, God and Human, have to work together.

Leading people in changing times are not easy job for leaders especially the difficulties come along for many days, many months, even many years. It depends on how big project you are doing for. Small project is not too difficulty and could finish in a few months, but if you are trying to make huge project, huge ministry, you will get a lot of pain and sweat along with your team.

They will learn perseverance

That is really hard to keep people in those deserts! Then we can find what the real leadership in the midst and need to find how to keep them go through under those circumstances.

In a word, people need to go through those difficulties. Surely most of the people don't like those terrible procedures. What's going to



happen to those people in the desert? They will learn perseverance, and realize who is God more than before, and they can see and to check themselves where are they? in the spiritual status, so on. So it is actually precious time to see themselves again.

Let me give you my personal illustration! Around 6 years of ministry, I felt we have done what we have to do as an Institute; we have helped Korean churches a lot as we promised to God, and had a lot of experiences, satisfaction with what we have accomplished. I felt strongly that we need to change something. It was when I was at Yale Divinity School in New Haven. Of course, before I go there, I felt it already, and I have decided something while I was there. My conclusion was to change our Institute to school. It was in the year of 2006. Since then up to now, I was wrested to make school all the way. I told people in Korea and overseas that only as an Institute is not go a long way and will die sooner or later just like many para-church organizations in the States, also in Korea. I warned and persuaded them to consider making school for longevity.

Once I talk to our staff in Korea from Yale Divinity, mostly surprised. They sensed something already that we have problem in the present ministry, so need to change, but they did not think to shift Institute to School. I focused on not only Change but Transition their mind-set. To prepare for schooling takes a lot of time and energy, also it's hard to change their mind to open to new venture what we have never been there.

Anyway through the long journey, for now (in the year of 2020), we are trying to shift Seminary to University in Kenya, Africa. Seminary in Kenya started with John Ogillah in 2017, and now time to change something. I felt we need not only Change but Transition for upgrading to Melvin Theological University. Transition needs to take

people here to there, so we are definitely in the Neutral Zone now. I talk a lot about this with John Ogillah, the Principal of LPM Seminary in Kenya.

Rubber Band (Structural Tension). Every object have energy. Especially rubber band which is stretched has more energy, more tension especially when the two ends draw strongly toward for the directions, and its tension get more mountain up that if we draw too much, it will get broke finally. We called it "structural tension." Sometimes we need this tensions, and use it to transfer for making energy, and for using more invaluable jumping up. So we need to use these tensions more positively than negatively.

But, literally, if we draw stronger from both sides, the band will break, so we have to cautious that too tension is not good. And we need that energy to the third direction. Not to A (left hand), not to B(right hand), but to upright, the third direction of that energy. We don't need to use our energy to jump into that fighting. Should not be a foolish, but we have to be wise. Don't need to be used our energy at useless spot. We need more energy to be used for third direction, and then our ministry will be more effective and productive!

Neutral Zone. Our chairman of Melvin University decided and promised to donate 40,000 dollars to construct the four classrooms in Oyugis Kenya to get Interim Certificate, so we are waiting for now. I think definitely we are in the neutral zone in terms of waiting for it.

I found there are few keywords while we are waiting for sending money. First, the key word is waiting! Just waiting for something is not an easy job. I have a lot of experiences on the waiting, but still not easy to go through. I think of course there is no other option without just waiting.

The second keyword is "be careful in relationships." We are prone to make mistakes in relationship between people those who are involved, especially in this neutral zone. We probably tend to hasty; e.g., some wants to go fast, some goes slowly, some different view-point in this situation.

The key word in this is "patient." We need to learn much how to patient, and continually. I think we had learned a lot about the patiences, but this is another patient, perseverance. Anyway, it will be done in two months from now on. In two months, I need those three key words, especially, for me.

To Entrust. I need to write about entrustment. Concept of entrusting is wonderful, but it has some pitfall around there. Let's think of few illustrations:

To entrust our baby to the baby sitters, what happen to us? Worry! Are they really to care for my baby? Yes, that worries are natural and necessary. I mean we entrust something to others are not easy job, especially to entrust major job to the others in the ministry. They don't do it as we have done because anyway, they are third person.

Also in same sense, it's difficulty, yeah, it looks that our own burn shared to the others so we became lighter. But actually is not at all. So, to hands off, and to entrust something to others completely are not wise, and also it's very dangerous mind-set. Someone might say "forget it, it is at their hands, so they will do it by themselves." Looks good idea but is that true they can do it by themselves? I am not sure about it. I mean we have to keep on our eyes more than before. WHY?

Let me talk about my own experience. One of my colleagues told me,

"to entrust the construction to Ogillah and two chairmen in Korea, so forget it, freed from that burden." I agreed with him, and hands off for a day. But it was just one day. I found that those two parties are not to communicate at all. I guess both are waiting for each other. Just times are passing and consuming. Because their communicating channel is not comfortable, not following smoothly.

Then I realized that, yes, entrusting is wonderful strategy but if we believe that strategy 100 percent, maybe we make a mistake, so I can say, "Entrust it to them, but don't hands off completely," because we, ourselves, have also some level of responsibility about that.

Upgrade a bit at same ministry or totally changed from the bottom. Dr. Melvin also dealt with this issue. We need to accumulate all of our energy and people's energy to jump up one more stair. I used this once I was trying to start schools. I will write what it is and how to do that.

I think there are two cases to upgrade: upgrade a bit at same ministry or/and totally changed from the bottom. For our case, shift Seminary to University. So A little easier but in the other hand totally different from previous and very hard.

Sometimes we need to jump-up our ministry. For jump-up, we need energy to push-up. Of course, we can't jump up in the one morning. We need to prepare for it. How about for a few months ahead of time, but depend on how big jump-up it is. What do we need? We need some energy which is saved, called ACCUMULATION and momentum, so it should be impelling force, in the other word Compelling force.

If we look at Jim Collin's book, God to Great, we need to keep in

mind of "Hedgehog Concept" which means focus totally on the ONE Thing with energy from individually and also team's resources, and keep in going in the time of close to jump up, we know the time to jump up. If we don't have enough energy to jump up, it does not work. Maybe people will get hurts because they are not ready, it's totally leader's responsible to prepared it. I think there will be a few times to jump up, or just one or two opportunities, so we have to use that opportunity nicely to make it.

Why? Not ready

In our case for shifting to University now, I think around December is the time to jump up. Now, meanwhile, we are preparing for now, making a lot of leverages, a lot of meetings of Steering Committee in Kenya. I found most of the organizations could not jump up what they wanted to make it. Why? Not ready, so give up too early and too often, so people around frustrated again and over again, so they did not trust their leader and also the organization as well. To fail of one or two times are acceptable to people, but more than that, more than often, they will turn off and leave in the end. That's ours, leader's problem. I mean, quality of leader is something in shortage.

Yes we are running and moving our organizations smooth, but sometimes we need to determine to jump up, putting something up into there. At the final stage, I mean in the moment of jumping up, we need to be cult-like culture. People are hesitating even to the end of that moment, even a few seconds right before it happened. That's a people. In some way all of our effort last few years, few months we have done is actually doing for this moment. Am I correct? We can't to jump up in the one morning, many efforts should be done last months or years, but the jumping moment will be taking only a few

seconds, so, long way to prepare but ump up for a few seconds.

Mindset. Dr. Carol Dweck, psychology professor at Stanford University, wrote the book *Mindset: the New Psychology of Success* (@ 2006, 2016), and I read it a few years ago, and read it again for writing it in this book. Its main concept was that everything is depending on our mind-set, e.g., how we think of what we are. She studied many students at Stanford University and found from them in two kinds of students: One group was only believe their intellectual, so they were excellent students once they came into Stanford. Another group was those students whom were really ordinary, especially intellectually, so on.

But interestingly, as time going, the first group those who were excellent intellectually were shrinking slowly, and after all they were in the less level at their classroom, but the second group of students is trying hard to overcome their short-coming, so they were growing and growing, and at last they become the leading group in the same classroom.

That's why Carol concluded the MIND-SET is really important for our personal lives. As you read the whole of her book, nearly most of them are talking about mindset. I never used the term 'mindset' in the past, but actually all things are depends on our mindset, isn't it? I hope you to read the book and think of it as relating to the concept of mindset which Carol said.

More Thirsty. Thirsty fish on the ground are looking for the way to discover water more and more diligently, stronger, harder, more widely, more deeply, and more urgently.

Just like that for making University is more and more stressful, more demanding emotionally, physically, psychologically. But I am finding

that is difficulty to me, but in some sense it makes me grow and growing. Without those challenges, we can't grow. Not only growing itself, I can't think of people a bit more deeply and also thinking of God's work, God Himself more and more deeply, personally, and His control in our ministry.

## **Sense or Urgency**

John Kotter, the professor of Harvard, wrote the book *Leading Change*, and I got this insight, URGENCY from that book. I never heard this terminology before, and found it is really useful, so I used it many occasions.

As we know, sense of urgency is important to move, to motivate people's heart. That's why John Kotter talk about it in his book, *Leading Change*. That's invaluable concept and need to us always.

If not, people will sleepy and lazy, and even slowly turning off. Urgency awakened people up to always. As once Dr. Melvin said, without keep in motion continually, they tend not to moving. That is the nature of human being. As his book said *Leading Change*, once we are changing, transition is more needed. He mentioned some mistakes, e.g., "why some ministries fail," Number one is allowing too much complacency, in a word not enough sense of urgency.

In somewhat, if we are compelling to create short-term results, we can keep in going on urgency. We need to try a short-term result, and another one to get a result, and another one...so on. It will keep us in urgency and get a sense of accomplishment. Then people will get possibility about the organization where they belong to.

If there is not enough sense of urgency, these consequences will

follow. Even the leader tell them new idea, it doesn't work. It does not implement because people are sleepy, not waken enough to catch up, in a word, not urgent to them. In this situation reengineering takes too long, and its costs are too much in good case, but in the worst case, that will not be boosting at all. Because without a sense of urgency, in a word, people won't give the extra effort that is essential.

How to create the sense of urgency. They won't take needed sacrifices, instead they tend to cling to the status quo and resist to some initiates.

Let's talk about our project to shift Seminary to University. Is there enough sense of urgency? I used to ask myself and asking the people there, those who are involved in the journey. Especially to those whom we expected to donate as well. Are they sensing of urgency to be the donated huge amount of money? If they don't, they won't.

In the other hands, how can we, as a leader, to make or create the sense of urgency? This is also very reasonable questions and approachable. Sometimes, we need to create the urgency from ourselves, not from outside.

My quick idea is that as I mentioned already, consecutive "short-term projects" is the one option, and we should be done completely it. I can say compelling plan, and impelling plan, can product those urgencies continually.

Everything is timing. Bible says, as we know, "time to sow, time to reap" which means not only time to do but also warning us don't miss the opportunities.



For instance, just once we motivated people to do something, mostly we are waiting until they are fully motivated. Actually people aren't motivating fully as you know so if we are waiting for them to be full-motivated, we can't make it what was given job.

So we'd better to push them once they are only in half-motivated, then they will sinking to be motivated more deeply, that's why the timing is important. Once we give vision to them, their minds and hearts are shaken, so they begin to motivating slowly. And once they are moving, or ready to jump into there, we have to push them, I mean more flaming to their spirit, to their kindle of zeal, so they could to make it.

We are here for them, their growth, their accomplishment, so actually theirs are ours, ours are theirs. So it becomes common goal, common interest, common leadership, common success or common failure.

By the way, if we don't help them to go more forward, what is it going to happen? Let me tell you my own experience while I am doing Lay Pastors Ministry in Korea. Mostly many churches happened these mistakes, missing the timing which means not too serious about timing, how important it is. Once I have been equipped their lay pastors, then only left the 'commissioning service.' This is crucial important to them, especially to lay pastors. They are ready to fly where they got out of from hangar. Just waiting to go out and fly, Everything is ready, but senior pastor and elders group are hesitating for them to be flying. Lay pastor want to start P.A.C.E ministry right away, but they couldn't fly yet, because no permission to do P.A.C.E formally. So many churches missed this opportunity, lay pastors or lay people are ready to committed themselves for church and for God, but no permission to do. I mean, we as a leader, shouldn't miss this grace, and golden opportunities, so timing is very important,

sometimes it is everything.

Too mediocre. As you know, we need sense of urgency always because the life today and the ministry today are very different from the past. e.g., people are busy also they are smarter than before. I have taught two classes of students in overseas through zoom. Zoom teaching was very popular for a while at some points, and then I was stayed in Korea. It was three-months of teachings. The teacher told me that there will be around 10 students on each class: Monday and Saturday. But I found there were too lazy and too mediocre in that teachings through zoom.

First, students: We have started nicely with 10 students on each class, Monday & Saturday. But times goes by numbering of students were getting lessen to 7, and 5, and finally one or two students were shown up their face on the zoom screen. Zoom Teaching is basically face to face even it's online screen and the worst thing is they were shown up in a few minutes, and they turned off the screen, so I couldn't see their faces. So I was teaching on the screen only myself. That was problem.

Second, teacher: Just one time he has shown up and to check up how many and who is on there for a few seconds. And then students know the teacher is not there anymore, so they don't care about attendance. So turn off their video, and just listening to my teach.

And another problem of the teacher was that one day, almost time to finish the class, he sent me one picture where he took students to cut off the bush at relative's farm field. Buy the way, coincidently, I found one of them was my students who were in may zoom screen who should be in my class, so as you guess, he is not in my class but went away with the teacher for working over there.

I really surprised and disappointed, "why the teacher is doing, acting like that?" He is gone for the work is ok for himself, but why he took students whom should be in my class! So I wrapped up my class two weeks ahead of my appointment. Students have problem, also teacher has problem. That was an interesting experience to me. I didn't tell him these mishaps. But probably the teacher is too mediocre, and no sense of urgency, and how important the class is. Maybe, unconsciously, he had done like that.

## Decision and Deadline

Decision without a deadline has no urgency. Also needs sub-deadlines if necessary. So Decision and Deadline are hands in hands. Is that true? Why?..

Look at! Once people hear some deadline of project, they are more interested in than loosened. If it doesn't, they don't believe it because they think that's not serious matter, that's why no deadlines which mean not sure when the landing is. So need deadlines definitely if we really want to make it.

Let's talk about our mission to make a university. We had deadlines to held Inauguration, August 1, Saturday. So people are waiting, also expecting that happens in that day. Not only those major deadlines, so there should be sub-deadlines in place...

People needs to know WHEN to real beginning, and WHEN to real ending. Then it's possible to give assignments, responsibilities for completion. If not, we will naturally procrastinate and get very little done or, in the end, become mediocre.

Anyway, we need a sense of urgency in the present situation, in the present ministry. I told this for a couple of times already. Without sense of urgency, people, and also we are lazy, and tend to slow in progressing, then it becomes mediocre. That's natural to the human being. But we can't push them intentionally, if so how can we make that sense of urgency. That's our task as a leader.

How to create the sense of urgency? For me, I feel it always, maybe it's my character, my style? Anyway, I have got the sense of urgency all the time. If I were not that approach, our ministry never came up to this far. Maybe some people had complaining about my style, but it was there, and it's me. I believe God gave it to me for the mission possible and what He entrusted me to complete in this earth before I leave.

Built to last. This is the title of the second book which is written by Jim Collins. He had helped the readers from this book that how they keeps lasting. Actually, I got this question long time ago before reading his two books. On my way to LPM/PACE ministry, around 5 years I got the questions, "what is the final ending of para-church ministry?" so studied those ministries in the States. I found something from those studies. I will write more in details later.

This is the last part of this book. It is not easy for me because I am not experts on this topic, how can we are going last which is next five years, ten years what we have done from previous chapter 1 to 11. Previous written pages, almost one time usable, I mean 2 to 3 years we can follow it, then how can we go further years, just repetitions of them?

Fortunately, I found the book of Jim Collins,' Built to Last (© 1994). This is not a perfect book on this struggle, but through their research

they show us a few clues. For instance; Creative, focus on the organization itself, keep core value, getting bigger goal, try and try a lot even errs in there, to use inner personnel, get the new vision, so on. As you see, his findings are almost we know it and I wrote in this book, but let's try to see again for our longevity. So I will write one by one with my paraphrasing.

His character was particular. Above all, we need to be our own style. Look at Dr. Melvin the founder of Lay Pastors Ministry. He said himself a very ordinary person, but as you guess, and I found that nobody is going follow his own style, so he is an extraordinary person, I mean he has his own style, and I could not explain what it is, but he was different. That's why still many people remember him and honor him. In my research about him, I better called his character was particular, I could not follow him, of course I am very shortage to compare with him. Anyway, he has his own style, probably God-given blessing. We need our own style, and if we keep it nicely, and develop it more positively, and more people-oriented, our ministry could last longer.

If we want to last our ministry, we have to be creative and also create new things, new strategy, new methods to approach in any given situations, new and new because yesterday's resources, for instance our knowledge, relationship skill, life experiences are not working for today anymore. So we need to be a creative leader and also to create everything differently.

Focus on the organization itself than our benefits. The Father of management Peter Drucker said every organization will be more successful if individuals are not thinking to get benefits from the organization. What is that mean? Yes, just should be focus on the organization itself. Anyway, if you want your organization for longevity,

keep this principle "focus on the organization itself always," not other things.

We need to keep our original Value continually. In our case, main value is "Everyone need care from others," in a word, CARING. As long as we keep this core value in our organization, in our ministry, in all the aspects, then our organization will keep ongoing longevity. So we have to be careful not to distract from this core value.

There are a lot of trials and errs. And we need to get bigger goal to keep on going longevity. In our case, we are now almost 20 years of this ministry. We moved with these procedures; 1st as an Institute; 2nd International Fellowship; 3rd Expanded to overseas; 4th Open two seminaries; 5th now to preparing University. This is how we kept our organization continually, not closed down. For keep on our ministry forever, needed to open the University, so now you will understand what I mean.

As we keep in going, there are a lot of trials and errs. If we don't try anything new, no errs, no mistakes, but as long as we're trying something new, something to upgrade, definitely we will get errs, and through those err continually, mistakes continually, we are learning more and more growing, then in the end we save our experiences. We must be growing through these mistakes and failures. You know this saying, "Failure is the mother of success." Definitely the genius scientist, Einstein found this truth, so he made it finally.

Also, we have to use inner man-power. Sometimes we are tempted to pick more nice experts or professional person in that area, in our ministry from outside. But we'd very be careful and cautious, because it might be lead us into fatal mistakes, especially into our core group. Look at Jesus, even Judas Iscariot was not good for his vision, and

also for his team, other disciples, but still was in there.

## Books on the Leadership

Today, I am reading books on the leadership plus management a lot than before. One day I found there are nice website for free-download pdf books, [oceanofpdf.com](http://oceanofpdf.com). You may get help from this website as well. I look at those books in there and free-download and made binding book at stationary near my place.

To buy those books themselves are expensive for today and on top of that its hard to carry those heavy books to Kenya, So I found this is the best system to make pdf books, that's pick up those books and read them itself from the website and select whether is useful or less useful. Also, easy to get the books in my hands. If we'd like to buy any book, we have to order to bookstores here in Korea or to the Amazon, USA. It's very inconvenient to order and to pay them by visa card, and I don't have Visa card myself, so it's really easy to get books what I need from the website and make binding books. I have done many books and some were brought to Kenya already. I will do this way continually.

Studying books and preparing for teaching in Kenya is doing good here in Korea. I found some difficulties in Kenya to study for myself because weather is too hot there, and electricity not good conditions all the time, and also no bookstores around our university, at Oyugis, Kissi and even Kisumu town...were NOT bookstores, especially to buy these leadership books are really hard to get it, so I better to pick up those books and study myself here and only teaching in Kenya, at Melvin University.

Is Failure Necessary. Rev. Melvin once wrote about failure. He presupposes that no one has ever failed. In other words, you can learn from your failure. There are many people in the world who have failed, and there are many successful people. However, when looking at those who fail, it is often a temporary failure.

Thomas Edison, for example: Having enjoyed success only after numerous failures, Edison was pointed out by his teacher as "too foolish to learn." But now everyone knows Edison's name, who invented the light bulb. One success required 1,001 attempts.

Walt Disney: The head of a global animation company also had a hard time. He was fired from The Kansas City Star newspaper in 1919, and the magazine's editor-in-chief pointed out to Disney that he lacked imagination and had no ideas to write about.

Vincent van Gogh: His paintings are now priced at hundreds or tens of millions of dollars. But when he was alive, no one was interested in his paintings. In 10 years, he made about 900 works, and only one was sold. That's also very cheap for my friend.

It is said that there are two kinds of failures. Temporary and permanent failures. Temporary failures are forgotten after one night's sleep. However, with temporary failures, they often stigmatize themselves as if they had become permanent failures, and sometimes make extreme choices. Temporary failures are sometimes seen as blessings and opportunities. Is it absurd to say that God allows failure to those he loves?

I recently talked lightly about failure to our students at graduation ceremony. At the graduation ceremony, I thought it wouldn't be good to do it too hard, so I just touched it slightly. However, I think my meaning was fully conveyed because they listened attentively. The gist



of my story to the students was that "failure is necessary." There was no need to fail, but it meant that if you fail, you should accept it. Furthermore, even I said that failure is necessary. At the same time, also said, "Failure is the mother of success," because graduates may now be obsessed with fantasies (unrealistic) that everything will be possible when they enter society after graduation.

Furthermore, does failure really make a failure? For example, Columbus, an Italian explorer who discovered New World America. That's why we learned and learned about the New World. But in fact, there were times when he was imprisoned for that and just waiting for the day he was executed. He would have been considered a failure.

But since then, his name has gained many honors. His name was used as the local name, and in Canada, British Columbia, and even Washington, now the capital of the United States, are officially named Washington, D.C., or Washington, District of Columbia.

After all, the term "a failure" is not an easy name to be given. There are many cases like Columbus. In the end, temporary failure is considered essential for us and for young people who have a lot of future.

Do we need Failure?. Dr. Melvin, the founder of LPMI USA, once wrote about failure. He said everyone experienced some failures with this and that. Then he taught us, "Learn from that failures." Yes, failure is just like our cousin. Always there. But a Failure and Failure itself is different. We sometimes fail, but no need to put labeling a FAILURE on us.

I found there are two kinds of Failure: temporary failure & permanent

failure. No need to worry about temporary failure. If no failure at all, it means they never tried something new, something to upgrade or ignorance about new things, then no failure at all. If we want to be a mediocre in our life, no need to try something new.

But as all know, without trying to do something new we won't be growing at all, means no satisfaction in ourselves. I talked this to the students at the First Graduation Ceremony of Melvin University last week, December 15, 2021. Not told them heavily, but just touched lightly to their mind...especially with saying, "just trying to do new things in the future." I hope they understand that their success in the future will come through those failed experiences, what we have done before. No need to get failures intentionally, but once it happens we need to cope with wisely and learn from them.

Many people we know, for instance: Einstein the scientist, Thomas Edison the inventor, Columbus the explorer, Chopin the pianist...all of them were failed in temporary in their past. One writer researched and studied 500 successful people in the world in the end he founded that mostly had failed experiences which were temporary, so the writer concluded "Success comes following Failures." In the other hands, we definitely need failure for success. That is a natural process. That's why there is saying, Failure is the mother of Success.

Don't need to be afraid of being failed. That's definitely TEMPORARY for you, and for all. That's why I, personally, enjoyed being failed sometimes, because I know it is temporary.

A failure in their early's lives. In reading these many leadership books today, I found there is one important thing. That's those who has written books where failure in their early's lives. Not everyone, definitely, but mostly they failed. There were various kinds of failures,

by the way, in the end they found books at library and read many books especially on the prominent people in the world, their biographies, then they found they became successful in the world. Especially those people I met in the books, what I read was that they became not only successful, but also they wrote many books on "self-help." That's why I am enjoying to read those books, because it is really helpful for ourselves, called it self-help books. Through these books, ourselves is growing. Self-growing is important. I am not talking here about money, being a richer in the world, but spiritual richer, life itself becomes rich.

Why spiritual richness is important? People in the world are hungry for something. What is that? We can ask ourselves that "we are living in richness in mind?" I think this is a more accurate approach. Once we talk spirituality, I have learned personally from CPE settings that's not only in religious aspects, but every thing in spirit; that is even joying, sorrow, sad, disappointment, discouraged, feeling loss, etc. So through these books, called SELF-HELP books, we can revive ourselves once again.

Is win-win the best?

At business and work, Win-Win are what everyone pursues, and they also think and teach that it is the best. But is that true?

In the Bible, was Jesus a win-win? Jesus made a loose-win composition by sacrificing himself on the cross. "I'm sacrificed, and they're saved." So if they're doing well, satisfied, and unhurt, rather, isn't loose-win right? Do I have to win? As I come to Kenya and run the school, I continue to make myself aware that there must be endless negotiations and constant concession.

There are two challenges at the moment. On the outside, they are financial sponsors of the school from all over the world. The other thing is internally, the school staff, the university committee, etc. It is a series of continuous challenges. In this situation, there are three options: win-win, win-lose, and loose-win. Is the notion that I live only when I die too cliché?

The best is Win-Win, but this is just an ideal. The next option is to go to a compromise of 50:50. There is not 100 percent satisfied with both sides. Finished with 50% satisfaction. But the shared progress is 100 percent energy commitment. In the end, it came to the conclusion that loose-win, so "I have to lose, and they win." So win-win can be just a nice slogan in some ways.

We need to get really New Vision continually. You know what that means all about! Jesus has been completed with these people, e.g., with internal people. It caught our attention how Jesus had concept on the people.

And finally, we need to get really New Vision continually, in our case as I told you already I have never thought to make University that was not my dreaming, my vision with very limited resources, so I only thought of schools. So Melvin's University is really New one to every people, in Korea, in the States, even in Africa.

But the New vision makes us to grow enormously. Actually, from this vision, I could think to write for this book. If only I thought this present seminary, I will never get challenge to write a book. But I have written this by God's grace.

Ending is NOT real ending. Ending is another beginning, so we need

to use it well. We used to hear at graduation that "commencement is not the ending, but it's a new beginning." I discovered it as one word in a dictionary, e.g., commencement included the concept of beginning. I have learned literally the meaning of commencement itself. Yes, that is not ending but new beginning!

In our ministry, this is the one way and definitely acceptable concept once we completed one ministry, which means one project in the ministry, and then we need to begin another updated project that higher project, then our ministry can keep on going longer, and in longevity, and it goes lasting.

How can we build new one, new project, upgraded one? It might be questions to us. If so, I can say we have to be creative. Creative leader! What is that mean! For me as I work on something, a particular project, as long as I pressed on, as much as I concentrate on that project, I found myself to be creative. Actually I am not creative person, but as long as I focused on the given project now, ideas came out from my mind continually. So I can say I am creative and create something useful continually. I am not saying "create" itself. If we add some new ideas to change, to upgrade our present situations we are creating, must be creative automatically, unconsciously, maybe, we can say "adaptable" to the given new situation!

Actually, we don't need to try to find a totally new one in the world. Actually, there is no new one in the world. Everything new one we found is among under the God's hand, God's reign. So we are adapting to the given new situations continually, then people are saying you are creative!

Expansion of Landing Spot. I found that the final destination can be

moving higher level, or more expand than previous one. This is natural if we grow continually. For instance in my case, we have started Institute (in 1999) and six years later which was around in the year of (in 2006), we tried many years to move up to schooling in Korea, but it didn't work. And much later started PACE International Fellowship in Korea (in 2012). It was another extension, e.g., expansion. And then we opened PACE International Seminary in Nagaland India (in 2015, another expansion), and opened LPM Theological Seminary in Kenya (in 2017, another expansion), so finally we have decided to shift LPM Seminary to Melvin Theological University by (in 2021), it's definitely another expansion. Maybe this is the final and final destination, e.g., final landing spot.

So as you have seen it, from 1999 (to 2006 to 2012 to 2015 to 2017 to 2021), we have moved LANDING SPOTS a few times, actually expanded continually time to time. And people have seen it and followed where we are headed last many years. That is natural and no problem at all, to extend and to expand our ministry continually. So, better to move up continually than getting downhill or shrinking.

Ministry Cycle. I have written about 'ministry cycle' for a few years ago in my book, "Reflection on the Lay Pastors Ministry." At then, I touched only 6 years of ministry cycle briefly, and I will write down here a bit more in depth. As I said, we LPM Korea tried to shift from Institute (opened in 1999) to the others, upper level, e.g., PACE International Fellowship (2013–2014), and schooling. Finally, in 2015, we opened a school, PACE International Seminary (PIS) in Nagaland, India. It's almost 6 years gone already.

As you guess, it is done of ministry cycle. Yes, that is true. We talk a lot between me and principal Aloto. We talk almost everything, every day. Now we don't talk any more like before, WHY? Yes, 6 years gone

(from 2014-2020)! Let's move onto LPMI USA. They started this ministry in the mid of 1980s. Now already 35 years gone. Of course, USA is more big country than Korea, Nagaland. So their cycle is a more long than 6 years, probably 10 years-cycle?

Anyway, they spent many 3-4 times of ministry cycle already, boring enough. I found they were shrinking, downhill at 15 years of ministry. Yes, something happened slowly. Now, so ... almost closed down, because they did not look at "the future already happened, into their hands," so time to closed down.

And so, now let's move onto MTU Kenya. We are trying to make Melvin University in Kenya, as already you know. Probably it will be open next year, Many 2021. And 6 years will be gone as a regular cycle, of course schooling is different from just institute, but we need to think of it, 6 years of cycles.

How did I still stay at this ministry! As I retrospect, I was thinking "how do I build to lasting up to now," and also "how it goes for the next generations." I am in this ministry nearly 20 years now. That's not a short period of time, so how did I still stay at this ministry!

First, our brand was clear and appealed to the people all the way, and it was helpful for others, e.g., church & people. We began this ministry for churches, but now ordinary people enjoy for being PACER and receive PACE. It's really beneficial to all of them, so still necessary.

Second, why I'm still in this ministry. I have been growing myself along with this ministry. That's important to be longevity, to build to last. We need to be grown up in both: individually and organizationally. Some organization is growing a lot, but individuals those who belong there are not grown up, so they leave one by one,

and also changing people very often. Also people are grownup, but the organization is not grown up, stand still, so also to produce problem. Anyway, we have to make grown up in both, then it can be built to last.

Third, core team members were stayed longer, even many others are changed last years, but core members are still there for 20 years with me. Just like Jesus' core disciples who were with him always, from the beginning to the end.

Last, how to produce from generations to generations. That's definitely schooling. Whatever people talks about their opinions, only school makes another generation to come next 20 years, 30 years, 50 years and even 100 years. I hope that our work to do so. Dr. Melvin started this ministry and also hoping this ministry, his spirit can be to flowing smoothly to the next generations continually. I think it is possible.

## Goal & Purpose

Both are important, but PURPOSE is more important. Let's take a look. Goal is WHAT it is. We need goal. For me, when I was in Korea, the goal was to do Lay Pastors Ministry. That was clear. AND then another question came to my mind. WHY it does?

Many people are failed in their lives. Napoleon Hill found it. He had studied 16,000 people and nearly 95 percent failed. The main reason he found was they didn't have PURPOSE...only 5 percent had purpose, and they also defined plan, then they succeed.

To get the goal of life is significant important, and many people have it, but one thing they didn't have it was not having the purpose what they had goal. So we need clear purpose: WHY I am doing this? The



definite reason.

If so, why the Purpose is more important than goal? Yes, definitely need the Goal, select What to do in our life, but we need to grasp the reason why do this, GOAL....for something to do...that makes us to go longevity. I found it many times that longevity is very important. Personally, I have done Lay Pastors Ministry for more than 15 years. I am thinking now I had clear PURPOSE, "to help Korean Churches." It was a really clear, WHY I am doing.

Success or Achievement. Let's say success is success and achievement is achievement. The concept of "achievement" is considered more appropriate by asking of how much success means to those who believe. Success is like a term in the business world, and achievement is viewed as the concept of achieving the work/ ministry entrusted to the Lord, and finishing well.

Didn't our Lord Jesus also express it with the word "Job Done"! We don't use the word "Jesus is successful." You have completed the task you were entrusted to me. Is it easy to accomplish a given job/ ministry (COMPLETED! In fact, I think you have to die to achieve it! If there is still energy left, it is thought that less has been achieved. I think it is people's heart to want to achieve at least one thing in their lifetime, and it would be desirable to leave the world after completing a given mission, but it is only regrettable to leave without achieving that one.

Rather than trying hard to succeed, I want to fulfill my mission. I think it's wise to put all your heart and soul into it. Perhaps, as Pastor Melvin pointed out, it is in line with the need to go in the right direction rather than to be complete. In other words, it would be better to think of it as the biggest task to complete a given task than

to pursue success.

Rather than becoming a successful life, I think it would be better to finish the given task neatly. This is because we have almost more experience of failure than success. Few people have succeeded in their entire lives. It should be considered that there are few. Therefore, even if it was not completely successful, wouldn't it be possible to score if only one field was achieved? Therefore, it seems better to say that something has been achieved than success. That I fulfill the mission which the Lord has given me. From two perspectives, the mission of the pastor is completed. The other is "Completing the mission of the layman." The pastors can do this, but the mission of the layman is the key.

The growth of the laypeople. The church members want to grow up. I've heard a pastor confess like this. "I've been preaching for more than 20 years, but the church members haven't grown up like children yet." I once thought seriously about this as a practical problem. Why is this happening? The congregation said, "The pastor didn't raise us!" The pastors said, "The laity are not growing."

First, in my opinion, it is because the laity are not responsible for not growing up. In other words, there is no work for them, so it becomes a habit to live a passive religious life, so they avoid hard work because they only go to church normally, and they naturally get used to a comfortable religious life, making it seem immature. However, if you go in after considering why they are not mature, the laity transfer responsibility, saying, "The pastor made it like that."

Why do pastors not giving work and hold responsibility? It seems to be a matter of mutual trust. The layman does not bring results as quickly as the pastor expects. I think the pastors should wait.

First, I think the atmosphere of the church is important. I think it is necessary to give the perception to the laity that laymen can grow personally. I think it is necessary for the pastor to always recognize that not only the growth of the church, but also the growth of each member, is the growth of the community of the church. It seems to be up to the pastor to connect it.

Next, I think it is necessary to have a system that allows this need to become a reality. There is a limit to the growth of the church members themselves. It is considered more effective if the pastor's solid support and the system to make it visible are supported. Otherwise, they often see the result as insignificant as your efforts have been.

Then, whatever ministry you take, you need to give ownership in ministry, not the church's ownership, it is very helpful to have ownership to grow quickly. They have to have ownership to gain responsibility, and then they grow because they make efforts to solve problems. This is a natural result of growth of such efforts.

### Wedding march and marriage life (metaphorical)

Wedding march takes only half an hour in Korea, but as we know Marriage life takes many years, and some forever. Also, its honeymoon takes short period of time, but after that it's tough and real life are waiting in front of them.

There is one monograph which was written by Dr. Melvin called "When the honeymoon is over." What that mean is after wedding march, long and tedious process of marriage life is waiting and

couple's daily life is totally different from honeymoon as they dreamed.

Some people marry very late because they look for right partner to the end, so 30s, 40s, sometimes more than late 40s... But still waiting for the right mate, and then people saying to them for comforting, "Every jack has his jill." Which means Every one have a pair of straws. But this is only lip service, as we know. et's go back to our main topic, what I thought. I found once we are launching any ministry, we'd be better to start "quickly," and then takes a "long process."

Some people are in reverse: start too late and then close down too quickly. I found these people are thinking too much and too longer. I read one article and were written, "most of successful people start very quickly, but unsuccessful people start slowly." Do you agree with it? I agree 100 percent through my experiences and search others. Let me talk about our ministry, that is Lay Pastors Ministry. Some Pastors are thinking too much I mean to check it out in many aspects: possible or not, matches to our church or not, what will be its aftereffects, so on. Even everyone, laypeople are ready to take an action, but he is still wandering and thinking continually. In the end, sadly, people's motivation is jumping into the bathtubs. Ended badly. Concluded that "our church is not possible to do anything, to be growth now and for the future because...."

So my personal suggestion to you, "Start soon, and keep on going, processing longer." Then they will grow, learn, and grow again, then mature, eventually they will reach to the goal and landing the spot where they decided in the beginning. Spending too much time before take an action is not wise. Just start right after brief-thought, and go forward it, then you will get there.

## Leading Change!

I found leading Change in any organizations, especially in the church, must be a difficulty. Mostly, I think they didn't know how to change (including me) neither what process needed in that changing. People those who are leading the change might assume that if they just talk about change, it will be happened right away in their organizations and people will move to change instantly. That's the main mistake to the leaders. That is really misunderstanding. They think too easily about the change. Change is not easy job, as they guess, so that's why mostly failed to do change.

I found the book, "Managing Transition: Making the Most of Change" written by Williams Bridge. There should be a lot of books on the topic of Change, but this book caught my attention and interested in more and more, and it was simple guidance. The distinction was that he said there are three stages once we are practicing to change; "Ending, Neutral Zone, and newBeginning." As you see it's easy and simple process, but I found most of us missed the middle one, Neutral Zone. At that stage, mostly we were neglected to consider those areas.

Once we are proclaimed about change, we never thought there should be Neutral Zone between the ending of the past and new beginning in the future. That's why we leaders prone to jump into the future directly from the ending. We ended the past and hopeful to start new Beginning directly. Just like once turn on the switch of light, there should be bright room directly. Once turned on the radio, there should be sounds promptly. But changing is never like that. Changing need times and proper processes. We have to give them time to think, and if we hasty too much, they probably say yes, but never happens the real change.

Another illustration in the Bible, Old Testament. Once Israelite is going to Canaan Land from Egypt, even that was promised land, they couldn't go to the promised spot directly, but they had to stay and killing times many years at Median Wilderness as we know. So leading Change, we as a leader, need to know what it is, how it goes, and how people think of it, so on. We need to prepare those elements before to take an action to change.

To Change needs time. I often questioned myself why some churches stop this ministry very soon, mostly less than 6 months. I found a few reasons why they don't have longevity. They expect the result, its fruit too soon. As someone said baby needs 10 months to get out and see the world; bamboo needs a few years... to grow...so it takes time to see its result, to get fruit, but mostly couldn't wait until to ripen, they want to get its fruit in a few days...how can we get result and fruit in this short period of time.

We know about the change process, it needs three stages: Ending, Neutral Zone and nBeginning. Lay Pastors Ministry is new to the people, so they need to let go of the old concept, old mind first. Of course, to let go takes time. They know they need time, but we leaders couldn't wait for the time, so we tend to be hasty, then there is a problem that springs up, people need time, but we can't wait, so it never matures. That's why I found people are not growing, not maturing enough. Before they are growing enough, its ministry closes down, because there is no result, no fruit as they expected, therefore, it becomes a short-term ministry. This is one problem with this approach.

There is another problem that once their ministry has failed, they change another program too soon, too many ministries in a short period of time, people are anxious about the leader's leadership. They

don't give leaders credit anymore. Because they assume their pastor has a leadership problem, that's why he or she changes ministry items in turn too much, and very often. Their leaders run and do this for a few weeks, then give up, another few weeks then give up, and others then give up, 5-6 different ministries' paradigms in a year. Who is going to believe this style, approach? Finally, laypeople and pastors burn out, and in the end they don't do anything, no more trying to do new paradigms, and then go back to the old paradigm, a few years backward. That's what happened to many churches today. Finally, they say that our church couldn't do anything, and anything doesn't work in our church.

They have to wait. I want to say that they need to have patience and wait. As we know many successful ministries, they were doing something for many years, some are more than 10 years, some 20, some 30 years. I am not saying here the years are the answer, but they have to wait until they are fully matured, grown enough, then in due time they will see the fruit with their own eyes, and then they know this is valuable ministry for themselves and also for their church.

We need to know two things here: we have to wait, and then they will be mature in spirituality and in ministry. Patience and maturity goes hand in hand, because through patience they are growing, I mean maturing, so without maturing personally and ministry, they can't get its result. They want to be a witness of the ministry, therefore, they have to wait, sometimes they feel they are killing time, wasting time, tedious progress, going too slow, but they need to go through this stage, Ending, Neutral zone and the nBeginning comes to the end... Let's wait, and wait a bit more, and don't stop and keep on going but don't push them too much at one time, if we push too much they will give up because it gives them burn out!

Steve Jobs & Bill Gates. We know them already. Steve Jobs was an American businessman and the founder of personal computer APPLE. Bill Gate is also an American businessman and is software developer, and founder of Microsoft. I have known of Steve Jobs as an Action-oriented person and Bill Gates as a Thinking-oriented. Steve Jobs was tending to be impulsive, but Bill Gates is kind of consideration style. Is there anything wrong in these different approaches? No. I don't think so. But as we know, both characters we need when we are doing ministries. We need BOTH in the end.

Steve Jobs was changed his style slowly to thinking-oriented later, because he realized that only impulsive and aggressive were not enough to make it, also Bill Gates realized himself is too considerate to do anything, so he tried to change to be action-oriented than killing times too much before take an action.

But luckily, both of the two were successful in their areas and contributed to development of life for human beings. Are you Steve Jobs' style? Or Bill Gates'? Whatever you are, no need to worry about your original style from the birth. Definitely God gave you, and you were blessed by your parents. But whatever who you are, we need to develop ourselves for more effective person. Without sharpening ourselves we can't be succeeded, I mean we can't be maximized in God's mission, and that's why we need to study in the classrooms formally and also informally at outside. We need to pick up learning from both, formally and informally. So only Informal and non-formal learning from outside are not enough. I mean, just to get experiences are something shortage, and you will find it soon why.

## Faithfulness

I found that SUCCESSFUL people in the world are performing more



work and better service than that for which they were paid. What is that mean? Dr. Melvin advised us long time ago, once we select leaders those who help us in ministry, he said the standard is F.A.T. people. It is stood for: F-faithful; A-available: and T-teachable. It means Faithful is the most important to be successful in the ministry and for others as well.

Why faithfulness could make people succeed. I think the main reason is that they are their best to the given job whatever it is, so definitely that job will be done successfully. And then people out there are seen him, and they are willing to give him another higher job, or even they tend to help him because they have seen not only his faithfulness but also his competent. This is really side effects, but good for their reputations for the future. Anyway, they are innocent and not fakes at all.

Also in the Bible, Colossians 3: 23-24, "Whatever you do, work at it with all your heart, as working for the Lord, not for human masters, since you know that you will receive an inheritance from the Lord as a reward. It is the Lord Christ you are serving." Yes, whatever we do, we have to do as working for the Lord.

This verse continues Paul's instructions to Christian "bond-servants," or slaves. The concept he presents, however, is phrased in a very general way. The principle applies to all believers, for all those we work for: serve as if serving God Himself. According to the next verse, this is for a good reason. Our ultimate rewards are with God, not the human beings we serve for only a short time.

Paul echoes his teaching from verse 17, that Christian conduct should extend to all aspects of life, not just a small set of rules. As it pertains to servants, this might include cleaning dishes or serving

dignitaries. "Whatever" includes any and all contexts. Christians of all kinds are to work "heartily," from the Greek phrase *ek psyches*, meaning "from the soul." This implies the ideas of enthusiasm and passion. Demonstrating a good work attitude makes a tremendous difference in one's personal life and in our influence on others.

As we see, in doing so not only from people but also God make us higher and higher continually as well till to the top of that area. Personality, I hope our Melvin students to be successful in the future in any areas which were given to them through done faithfully. That is the ultimate target of Melvin University as a long races.

#### Ephesians 4:11-12

I have preached a few weeks ago on Sunday at Melvin University Church in Oyugis Kenya. I never preached in Kenya since I visited, but this time I have preached because the pastor of University Church John Ogillah went away to the previous church where he just resigned because he had to move to university church to be a pastor.

What I preached on, Ephesians 4:11-12 is an important passage for Melvin University because Dr. Melvin started his ministry with this passage about 35 years ago in the States. He has rediscovered of this passage how important it is, especially on the words, "to equip the saints." He found himself that never done equipping his three congregations (he pastored at three churches 20 years in the States), then stopped his local church ministry and study and researched on this topic, and finally he found parachurch organization, Lay Pastors Ministry Incorporated. And he helped Many church in the States for 35 years.

So I thought to preach with that passage at the very beginning of my sermon at university church. At start up, I focused on that two key

verses: *(verse 11): It was he who gave some to be apostles, some to be prophets, some to be evangelists and some to be (pastors and teachers).* PASTORS-TEACHERS (Hyphenated). That means one person has two functions. Pastor has two functions: Pastors pastoring, caring, tending: Teachers teaching, training, equipping and preparing.

*(verse 12): to prepare (NIV) "to equip (RSV)... in Greek Bible) God's people (that's saints) for works of ministry, (for the work of service) so that the body of Christ may be built up.* God called you to do some ministry. Once God called you, God's calling was two-fold: 1) to be saved, 2) to be involved in the ministry. Which ministry? Dr. Melvin has found there are two big streams in the Bible: Matthew 28: 19~20... make a disciple and baptize (Evangelism); John 21:15-17----Take care of my sheep (Caring) So there are TWO LINES, everyone should be one of two lines.

Then I moved directly on to spiritual gifts: How many spiritual gifts in the Bible? Yes, around 27 SPIRITUAL gifts. (How many have we, individually, received?) yes, 3~4 gifts. So there are a few tasks in front of Melvin University. Our university has to equip the students to be equipper in the future, and then need to change their view-point, their mind-set and need to be paradigm shift which is "laypeople are also called by God as we pastors did." Those new mind-set make us more growing than the past.

I have received feedback on my sermon from the congregation. There were not too many people in the pew because it was the first Sunday of Melvin University church. But I am sure good enough to make comments on my sermon. I felt they opened their heart and concentrated in listening enough what I was trying to preach. It was definitely successful preaching.

And I also had confident on my preaching at university church.

Actually before I was not sure if my sermon is working at African congregation I mean local churches in Kenya because I have never done my own church ministry and my preaching was not very spiritual, so I hesitated to do preach last many months, but now I realized that I am ok at university church. I am glad and also grateful to God who gave me this special preaching gifts.

## **Two people meet each other**

To meet anyone in the world is important. It depends on whom we meet. Let's talk a few stories of who and what it is: 1) Melvin Steinbron & Byeongchea; 2) Napoleon Hills & Andrew Carnegie; 3) Bob Buford & Peter Drucker; 4) Melvin & Ogillah; 5) John Ogillah & Byeongchea. I will tell you here these five illustrations:

Melvin Steinbron & Byeong I already told many places about how I met Dr. Melvin. Dr. Melvin has totally changed the meaning and direction of my life. When I taught his first book to the senior students at Sungkyul University in 1997, they asked me to definitely use this ministry in Korean churches. Since then, I concentrated my life on the Lay Pastors Ministry, and I have seen a lot of fruit. I think many people have had their eyes opened to their ministry concept and philosophy through Lay Pastors Ministry along with PACE. I helped Korean churches the last 15 years with this ministry, and I have helped two schools with this ministry: PACE International Seminary (PIS) in Nagaland, India. LPM Theological Seminary in Kenya. Recently I have helped to make University in Kenya, Africa. I couldn't name anyone who had effected in my life, as he has been doing for me and in the world. I have also grown a lot through him. Sorry that he is not with us anymore, but we will keep on going forward with

his mission.

Napoleon Hill & Andrew Carnegie. As I read a few self-help books, especially on the Success, I found an interesting story between Napoleon Hill & Andrew Carnegie, how do they meet and what happened? Napoleon Hill was working at a small magazine company, and he interviewed many successful people in the world. One of them was a well-known as steel industry, Andrew Carnegie. Once they met each other, Carnegie suggested to the young man Hill to research how those successful people in the world and get the answers. Carnegie asked Hill to do it next twenty years, and he will pay every expense. And Mr. Hill accepted it gladly those suggestions, and they kept the promises to each other for next twenty years. What is a fascinating story? That is what we read today, in many wonderful books on success. I personally thank those two gentlemen.

Bob Buford & Peter Drucker. These two men are interesting. As we know, Bob Buford was CEO at airplane company and Television business in Texas, also known the author of book HALF TIME. While Drucker was a famous management expert in the world. Mr. Buford looked for something invaluable contribution for the world because he was good Christian and also was the rich. Through a few courses, Mr. Buford met Drucker and hope, working together for churches in America. Because Buford already knew Peter Ducker are very resource's person so had confident in his resources definitely helpful for Pastors especially those of mega-churches. So they work together for helping many mega-churches' pastors such as Rick Warren, Bill Hybels, so on. They made wonderfully what they wanted.

Melvin & John Ogillah This two people's meeting is going back to the early beginning of 2000. When John was the student at Seminary, he found Dr, Melvin's book, Can The Pastor It Alone? At library, and he

was very interested in the LPM ministry, so contacted him and with help from Dr. Melvin, John started this ministry and worked it following 15 years, and his ministry in Kenya was successful. So two people's meeting was fascinating and very productive.

John Ogillah & Byeongchea Two people's meeting was also good. They both communicated to Dr. Melvin each other, that's why naturally two men contacted through Melvin. They shared their ministry on each country, Korea and Kenya. Furthermore, they made synergy and finally made University in Kenya.

We have to take future in our hand

The important thing is to identify the "future that has already happened" We live now, but have to read the future. What is that? Let's talk about this in the light of Lay Pastors ministry; now but future or future and now.

If people are talking about caring's problems in their church, or lack of caring individually, it signs that they need Lay Pastors Ministry which means LPM is already here, in their church. No? Not yet? Yes, it means we need to prepare in advance because other churches are doing already, and other countries are doing this ministry. The future is not here yet, but its signs, phenomenons, clues are here.

It means we have to read that "future" is very near to us already. That means we have to read the future wisely. So we have to prepare, the sooner, the better. If we look at the future physically, it's already late. We have to take future in our hand, and have to draw future to our place, in the other meaning.

As much as we prepare for the future, it will come to us shortly than

others which mean we cope with it nicely than others, so it will be cut down our worries to be happened. If we don't get it in advance, we are already late. Because it comes in the one morning without knowing it consciously.

To read future in advance is also we, leaders' job and responsibility. Future is not over there, it is here already, the matter is that we could identify it or not.

### Waiting for something to be happened

Let's say one illustration: once I got to know Melvin's book from Professor Elsner of ACTS in Soul, she suggested me the book and said "Korea churches will need this book and this ministry in the near future." It meant we live now, but I felt her prediction is not very far from now, even it's here because I felt it in emergency!

Actually Korean churches are waiting for something to be happened, they wanted to get out from the status quo (present situation, current situation), which means they wait 'future,' in other ways they have seen the future that has already happened.

How do you see the Lay Pastors Ministry? Is it here? In the corner of your church? Even though never seen it physically? Coming to you soon without knowing it, so prepare for now to accept it. If we are waiting for that until every one in church, in the group known physically, it's already late. Better to get it now.

About 40 pastors of Mega churches. I had read the book, *The Daily Drucker*. Peter Drucker was, a.k.a. the "Father of Management." He wrote more than 30 books, so his colleague Professor Joseph A. Maciariello (Claremont, California) made of ONE volume, the

comprehensive book, called 'The Daily Drucker' which was selected precious insights from those books. So I read thoroughly this book for a couple of times, then picked up some useful clues that might be possible to apply to our ministry, so prepared this journal, titled Lay Pastors Ministry INSIGHTS

Peter Drucker was an ordinary Christian, but he was effected to the many Maga churches in the State. There was the man, named Bob Buford, he was also an ordinary Christian, but he became famous through what he wrote the book, *Halftime*. Bob read Drucker's books and listened to his lecturing directly, so Bob suggested to Drucker that "let's help American churches with your ideas, and philosophies of management and opinion about churches. It will be helpful." So they agreed to each other, then gathered about 40 pastors of Mega churches, including Rick Warren, Bill Hybels, so on. Mainly Mega churches' pastors. They already knew Peter Drucker, so easy to gather ...for two nights and three days, they listened to Drucker's teaching for churches at one hotel in Texas. More in details on it are in the Buford's another book, *Drucker & Me*. You can read it.



## NOTES

### PREFACE

**1 with this key verse:** This means Ephesians 4:11-12; Dr. David Kim says that God gave the Church an important concept in every era throughout Christian history (*PACE Seminar*, 2004): Luther/Calvin era (The Reformation) Romans 1:17, *The just shall live by faith* Wesley era John 3:16, *God so loved the world...* Our era Ephesians 4:11-12, *Pastors...are to equip the saints for the work of ministry*. The "something" that needs to be changed is the concept of ministry, changing to this God-given concept, that pastors are to equip their members to do ministries reserved exclusively for clergy in other eras.

**2 Because Dr. Melvin J. Steinbron:** I got to know him through his first book, *Can The Pastor Do It Alone?* When I came back to; Korea from Canada, my home school, Sungkyul Christian University, asked me to teach with any English book because the school might think their students need to study with English book for their proficiency. I tried to find English book on Pastoral Care because I am very interested in this area and also I am trained in Clinical Pastoral Education (CPE) at two hospitals in Canada, so I tried to find and finally visited Asian Center for Theological Studies (ACTS) at Choongjung Ro, SeoDaemoon in Seoul Korea. At there I met Professor Ruth Elsner (but I couldn't remember her correct name because it was so many years ago), gave he the book *Can The Pastor Do It Alone?* And then told that the book is useful for Korean church for now and for the future. Then I didn't know what that means to us but many many years later when I have done this ministry well in the Korean churches, I understood her mention. Anyway I got Dr. Melvin's book in my hand and taught to the senior students with the book..

### Chapter 1

What is the Lay Pastors Ministry?

**1 This is the system of congregational care:** If we look at participant's

Manual, at coverage it says, "A System of Congregational Care by Laypeople, and also in page 3, at Ministry Overview, "The Lay Pastors Ministry is a system of Congregational Care by laypeople....It is one-on-one, hand-on, grass-roots, ongoing pastoral care ministry."

**2** *That is the SYSTEM:* Book, Paul Stevens, *The Equipping Pastor* (Washington: Alban Institute, 1993), 34-36.

**3** *Why do we need people first:* Book, *Good to Great* (NY: Harper Collins, 2001)

**4** *Totally different from yesterday.* People say the church is organization the most not changed. So we, as a church leader, have to alert this warning.

**5** *MINISTRIMUM:* Rev. Oscar Fuchet used this terminology. When I was teaching PACE, I used this and stressed how important. Also laypeople enjoyed to hear that.

**6** *Me to Us:* by Alan Nelson, 2007, Colorado: Group Publishing.

Lay Ministry & Pastoral Care

**1** *Paul Stevens of Regent College:* Paul R. Stevens, *The Equipper's Guide to Every-Member Ministry* (Ill: Intervarsity Press, 1992), 55-69.

**2** *If we look at his second book:* Melvin J. Steinbron. *Lay-Driven Church.* (Ventura, California: Regal Books, 1997), Chapter 4, "A Ministry-Balanced Church," pages 67-74.

**3** *Two illustrations are there first* I mention here Dr. Timothy and Pastor Aloto. I have trained foreigners, so Dr. Tim told me; "love with skin on" is the most struck to him. He sent me email: "Based on the discussions we had at various venues in the past weeks, it is clear that you and other LPMK leaders want to make the PACE program more vibrant and appealing. That is the spirit! I came to like your PACE from day one because it reflects my personal philosophy which cherishes decentralization and genuine care for fellow believers. So, within my limited ability, I want to pray and contribute whatever little I canto make this great program of yours spread to as many Christians as possible. Also, it is my belief that God will lead us in this worthy but challenging journey of faith. We just need to follow Him with patience and humility as He strengthens the existing lay pastors and their churches and, little by little, finds and trains new members for LPM. He has been using Dr. Melvin J. Steinbron and you wonderfully for decades now to

equip more and more believers to personally share His love and care. The phrase 'with the skin on' fascinates." Dr. Timothy and me, we, started PACE International Fellowship (PIF) in Korea, 2013. Pastor Aloto also told me that "care with skin on" was fascinated him because there were no this concept in the churches in the Nagaland. Pastor Aloto and me, we, started school, PACE International Seminary (PIS) in Nagaland 2015, so two people was very important to do international ministry.

**4 When I was in Canada:** CPE was really go to me. At Woodstock, Oxford Regional Center (ORC) was an Institution for Mentally Retarded People, and our Supervisor was Mrs. Dr. Meuriel Carder. Actually I want to do CPE in Toronto where I lived, but my English was poor so I couldn't get position in Toronto, so school introduced to the Dr. Muriel who was running CPE program at Woodstock. She was understood me because she was missionary in India for many years, so she understand Asian students. Another one was Whitby Psychiatric Hospital at Whitby, and supervisor was Rev. Grant, because I wanted to know more about CPE, so I took another extra course. I had two supervisors, first was female supervisor and second was male supervisor, so I got more benefits because of both, different people trained me, and still I am appreciated to those two supervisors.

Why Lay Pastoral Care is important?

**1. Mrs. Yoon also has story:** She has written this almost ten years later of ministry, title was "**13 Years with PACE Training Center at Hallelujah Church, Seoul**"; When I was about to write this article, things that remind me of the last 13 years were blowing through my mind once again. One day **Rev. Sangbok Kim** (who was our pastor then) asked me: "Can you work with me for a lay pastor's ministry?" That time I didn't know anything about it, but I accepted his invitation. Right after that, in June 2000, the Lay Pastors Ministry Conference was held in our church and the terminology "Lay Pastors Ministry Training" took birth. And, including me, 14 volunteers were gathered for this Ministry. Then, in 2001, Rev. Kim taught PACE to the elders and deaconesses, and the associate pastor taught it to the cell leaders. In 2002, after escaping a very long tunnel, finally lay pastors were recruited for the first semester. What a laughter and cry of joy and obsession it has been these past 13 years to see the successful completion of 22 semesters! Up to now over 1,000 people have graduated! I am so grateful to Rev. Kim for introducing the PACE Ministry and teaching about it so well. Also, I am thankful to **Dr. Melvin J. Steinbron**, the maker of original PACE, for sharing this precious wealth with us all."

**2. Melvin says 27 gifts:** Look at "Supporting Paper (#8)" of PACE Training

Manual; he says clearly these gifts from Romans 12:4-9; 1 Corinthians 12-14; 1 Peter 4:8-11; Ephesians 4:7,8, 11-13. As you see that he include five functions as gifts in the church (Ep. 4:11).

**3. when I attended International Conference.** I think it was first or second attended conference, and then I wondered how to check our individual spiritual gifts but it was not difficult, totally 50 minutes that we have done. Our workshop leader was hand out 60 questioners to us and asked us to mark from 0-5, if we really wanted, mark 5, and no interested in, mark 0. So it took 20-25 minutes, then he gathered our paper and checked at other room, I guess there were some to help our answering sheet, so a few minutes later he came back with our answers. There we, each of us, found what our major gifts are. And I used the questioners to our students at PIS, and they were glad to know their gifts.

Networking for Nurturing

**1 Training Manuals are not enough.** Some church trying to take them out there, and give them chance to do at real field. This is good attempt, but that's not also enough, they need develop more for growing themselves.

Lay Pastors and other congregation

**1. People might resist:** If we look at Melvin's monograph on this, he said, there are a few kinds of format of resist; 1. Timid; 2. Fear; 3. Unacquainted; 4. Spiritual simplicity; 5. Ego; 6. Subconscious. When they encounter resistance, lay pastors often come to one or more of these three false conclusions: 1. These people don't need a lay pastor. 2. They are rejecting me. They would accept someone else. 3. Let's pastor only those who want a lay pastor.

**2. For instance; sincerity, Persistent:** If we look all of Melvin's resources, he talks a lot of these qualities... Why? PACE ministry is good and okay it....but people need more than that simplicity. How about longevity? What makes longevity of the ministry? Not PACE ministry, but more qualification to last. That's why Melvin talks a lot of this part. Dr. Melvin also stressed of this qualities and to get result, also to be effective and productivity, to need following characters which he pick up from II peter 1: 1-8, says faith, goodness, knowledge, self-control, persistence, godliness, brotherly kindness and love, so on. (The *PACER*, Apr 2014), 2.

3. **Ministry engine:** Through ministry, some pastors says that they found: 1. Church culture; 2. Ministry engine; 3. Life style; 4. My finding was Church culture. Ministry engine was mentioned by Rev. Jinsok Park. Life style was referred by David Kim. I was leading many seminars at local churches, so as I found church culture changed at first. Generally speaking, most of church culture is not good, but when they got this ministry their culture change to the good slowly because people are loved and cared for each other, so they feel their church is getting better. More ideas you can find the book, see this boo, Samuel R. Chand. (2011). *Cracking Your Church Culture*. CA: Jossey-Bass. He said: Vision statements, strategies, and goals are very good tools, but they can't compare in importance to the culture. The culture of an organization is the platform for building a strong church or nonprofit. It is the fertile soil for growing creativity and passion for excellence, and the rocket fuel for reaching new heights in excellence and accomplishments.

4. **Church growth:** We can't exclude church growth in this discussion. Yes, every pastor thinks of it all the time. There are many ways and strategies to the church growth, so how about it with lay pastors ministry? Yes, I found this ministry is effective to the church growth but not directly, it helps church growth indirectly. Because people grow, it makes church strong and grow. I can write of this at main text.

#### Different Gifts of Pastors

1 **Stephen Ministry:** This is a good Caring Training Resource, very specialized...especially more focus on the crisis caring but for me I found some week point in comparing with Lay Pastors Ministry, also for Asian churches: 1) too long-training timetable for the beginner, for start-up, their formal training takes full of a week; 2) training fee is too expensive, they say about 2,000 USD for completion. I know some training need to be expensive, but it is secular's business, for instance, Harvard Business school for businessmen or CEO, Coaching Training for CEO, so on...but Lay Pastors Ministry and Stephen Ministry is there for churches and Christian, even for ordinary Christian, e.g., laypeople. It should simple and cheap to start-up.

## Chapter 2

#### Prestudy & reequipping

1 **Through many churches' Training.** I have trained more than 150 local churches, so about 700 lay pastors produced from those churches. Only

churches are 150, so other occasions I have used Training Manual for hundreds of Training, seminars, pastor group, theological schools, and so on.

**2** *Developed reequipping material:* Dr. Melvin developed three reequipping materials which is upgrading lay pastor's ministry, and they are useful and also useable; 13 monograph, Dynamite Meeting, and 22 Essays. I have used each monograph at reequipping each session once I revisit the LPM churches. They enjoyed hearing again and feeling they are upgraded. Dynamite Meetings is focused on the skills of lay pastors while monographs are concept and knowledge. Essay is good for soul food for lay pastors, and lastly Melvin developed "Letter to Lay Pastors." It good for their integrity and deeper on the pastoring. Those materials we can use at reequipping moment, and also being used for individual lay pastors themselves.

**1** *They didn't have real experience:* Melvin once said some people fails to their ministry because they don't have experience. Yes, I think experience is crucial to success in any ministry, means we need to wrestle with problems faced, and then we will get experience.

## Chapter 3

Lay Pastors Ministry

**1** *There were/are many staffs, so I better put their names here because they were working hard for Korean churches:* Mr. Minsik Song, Mrs. Inoak Kim; and a little later Rev. Hoorak Lee and Rev. Kwangsung Jeon, much later Rev. Jongtae Kim and Kwangsup Jung, and many years later three people involved in; Rer. Jaekwang Jang, Jinseok Park and Mrs. Daekyung Jo.

**2** *Christian Newspaper:* He is Rev. Kwangsung Jeon. He was student of Yonsei University in Seoul, and then also he was part-time job at Christian Newspaper. After became our staff he visited our office almost every day. I am still thanks him. He is in the States, and after graduated Harvard Divinity School, he became senior pastor in New York.

**3** *in the year of 2001:* Later on, it was printed 3-4 times and used for next more than 10 years.

**4** *PACE Training Center* was excellent. After conference Hallelujah needed to make formal training system, so senior pastor appointed one deaconess, Mrs, Haekyun Yoon as a Leader of the Center, and through her commitment and passion the Center was developed smoothly. Usually they are trained with Melvin's PACE Training Manual and about 6-7 teachers were teach next 10

years, and even senior pastor's wife belong to teaching team, and through the Center many lay pastors produced and also many ministry leaders were developed. I can say they were really succeeded.

**5** *were really helped our conferences:* LPM Korea held five conferences up to now. We had a lot of experiences from these events.

LPM in the Korean churches

**1** *I have summarized* characteristics of this ministry a few years ago so have taught them at PACE school, Nagaland: Naming of this ministry, Ministry Tasks, What to call them, The length of training, so on.

Conferences in Korea

**1** *Actually Rev. David Sangbok Kim*, the senior pastor in those days, was longing for this kind of conference because he taught and preached on the Lay Ministry last 20 years, so he wanted to show real one to his congregation.

**2** *She is also training of PACE* at her church. She volunteered to join, work, and teach at their own PACE Training Center in the Churches.

Hallelujah church & LPM Korea

**1** *Frazer Memorial Methodist*, Alabama Montgomery is the same case of between LPMK Institute & Hallelujah Church and LPMI USA and Frazer Methodist Church. Frazer Memorial Church has known Dr. Melvin and his first book, *Can the Pastor Do It Alone?* through their associate pastor Rev. Earl Andrew. On his way on the plane to Israel, he read the book, and thought to introduce this book to the senior pastor Rev. John Mathison. Finally they invited Dr. Melvin to lead Equipping Seminar for two days; it was first encountering with this ministry. Especially Rev. John Mathison was very pro-active and friendly to the Lay Pastors Ministry just like Rev. Sangbok David Kim at Hallelujah church in Korea

Partners in Ministry

**1** *but not enough in caring:* Melvin founded it himself but it's true in Korean churches. Because in the early days of Christianity most of churches focused on the church growth which make evangelizing as much as they can.

**2** *These two must be balanced.* If we look at second book, Lay Driven Church chapter 4, "A Ministry-Balanced Church (pp.67-)," Melvin mentioned clearly about Two: The Great Commission and The Great Chart which means Evangelizing and Caring.

**3 Ministry engine:** Every pastor sees the effectiveness differently in terms of their interests and their priority. One big church said this PACE ministry make church infra at their church; another said Life Style, especially Rev. David Kim Hallelujah church telling to his elders for their life should be changed to PACE style; another said especially me, found the church culture because I saw it from many churches; other said Ministry Engine because it effect to every other ministries; so many churches get benefits from this ministry.

**4 Lay Minister:** Especially Frazer Memorial Church at Alabama in the States, they all them lay minister. I understood why they call them like that, and they were focus on the caring, so get the concept lay pastor so no problem to them, even Melvin said it's ok, but it affect other churches so they follow their style. If they don't misunderstood, it will be no problem.

**5 in the real and front field:** David Kim said PACE is tool for the ministry, so he mentioned equipping means give to the lay people ministry tool. I think he is right, of course there are many academic and theological researches on the equipping, and especially this book is good. Greg Ogden, *The New Reformation*, Zondervan, 1990.

**6 in the crucial ministry of pastoral care:** Second book is totally different from the first book. Melvin has been written first book right after practice of this ministry, so it was his dissertation, but he wrote second book 10 years later since he wrote first book. He wrote second book for pastors those who what to do this ministry.

## Chapter 4

How to start and progress?

**1 So he wants people go and see:** I was wondering why people don't understand what David Kim said many times, even last ten years. I found it much later. I had chance to talk with pastoral staffs and also senior pastor. Pastoral staffs told they don't understand about lay ministry well because their senior pastor telling them a little abstractly and also senior pastor complained that his pastoral staffs don't understand what he meant last many years, so I found both of them are not happy about other side. Later I found what it is. Senior pastor told about only concept from Ephesians 4:11-12, so people don't understand with only concept, they need concrete materials,



system, training manual. Because just first day's evening of conference I had chance to eat dinner with elders, they confessed that now they understood what their pastor told them last ten years. It was very simple, Tom Parrish, the speaker from LPMI USA spoke about PACE ministry, and so people finally understood lay ministry means PACE ministry and also PACE is lay ministry, because senior pastor spoke of it. That's very simple solution, but very crucial, because people couldn't fully understand with only concept, they need something visible materials. Maybe many pastors still make same mistake I think.

**2 LPM/PACE ministry started in Korea:** The conference was a historical event in the Korean Christian history. We never talk about "lay ministry" before this conference. Our church focused in the revival meeting in 1950-70s, bible study in 1970-1990s, so people growth a lot and church was waiting something new. And before nobody talk about lay ministry in public, only Rev. David Kim and Hallelujah church, and maybe our institute talk of it, but since the conference every church and pastors got to know about lay ministry, so Rev. David Kim was doing great job to the Korean churches.

What's the meaning of Twelve Foundations?

**1. Twelve foundations are excellent** Melvin has found these twelve elements to succeed the ministry. After many years of ministry he found these elements for growing the ministry. So while I am teaching and training people I still use and stress how important it is. In the other word, he calls it, Failure Resistant. Yes, this is correct expression rather than success, because we trying to resist the failure, finally we will be success.

**2. it took 6 years to master:** We, LPM Korea formally started in July 1999, and since then I used this 12 foundations, then I found we have completed this elements because I used it all the time and after six years we didn't need it anymore consciously, because it became my body, my life and, we feel we need to move beyond just as an Institute, so we strive to make school.

**3. Certificate of Appointments:** I also asked to Tom Corbell, president of LPMI, USA to make same certificate for Aloto and send to the school directly, because I know how important it is for his ministry.

Institute and School

**1** *We have studied a lot:* at staff meeting, at retreat center, sometimes whole night to discuss concept and theology of this ministry and also two text books and slides which was that one of our staffs has developed, it is about 350 pages of power-point.

## Chapter 5

Melvin & me

**1** *He was literally* Available to me all the time, so also I want to available to the others as much as I can. I have visited many countries to introduce this ministry because of once they want me to come; I was thinking "Available" all the time. I am teaching this many times so it became part of my body, and I committed to God to do this ministry, so it compelled me to go to them.

**2** *I read many* books but they were only books itself, so no more follow-up, no Training manuals developed. I have visited Yale Divinity College as a post-doctorate, then I look at books on the lay ministry at library, course there were only books not too many Manuals. I am now helping D.Min dissertation for Rev. Chia, Singapore so I suggested him to develop Training manual after D.Min, because only Degree is not enough for his project.

LPMI USA to me

**1** *Sometimes old history* is good, but unconsciously they make us getting old physically and also in ministry, so we have to alert of it.

**2** *If still their main ministry* is helping churches directly they have to do this, or they have to change slightly their future course, if they don't they will follow the natural ministry cycle, so probably bad ending.

Function of National Leader

**1** *indispensable of network.* LPMI USA has been published Newsletter quarterly for about 35 years, by the way still put the title is "Network" Newsletter. You know what's that means. They think everyone who is working for Lay Pastors Ministry is Network, so they still keep the concept.

## Chapter 6

Visited Overseas School

**1** **OMSC**- Overseas Ministry Study Center (New Haven, Eastern USA). **World Mission Center** at Fuller Theological Seminary (Pasadena, Western USA). **OCMS** –Oxford Center for Mission Studies (Oxford, United Kingdom).

**2** **Once I went to** New York to attend in Installation Service for Rev. Kwangsung Jeon who was staff of LPM Korea, then I planned to visit **NYTS**, so I met the professor at their school.

Nagaland with Lay Pastors Ministry

**3** **I mean paradigm shift** How can they get paradigm shift? there are stages to change: *Ending, Neutral Zone, and nBeginning*. Two paradigm shifts needed here: to pastor, and to lay people. TO pastor: it is related to their leadership (adjustable leadership); have to understand what it is; if it is possible partnership with laity. To understand only functions are different. To laity: They need to think why they need Ending first (problem? Procedure?); and it takes time (just like preparing for the near future)

## Chapter 7

Motivation

**1. But today's motivation is far different:** Daniel H. Pink, *Drive* (New York: Riverhead Book, 2009). I had enjoyed reading this book while I was in Nagaland, also I have taught some ideas to our students at PACE International Seminary, they enjoyed listening and especially in Chapter 2, section of Carrots & Sticks, it was fascinating. I mean how we, as a professor, can motivate today's students, because many things are changed and even young students' mind is not the same as before. So they need new motivation such as adapting to this new reality, new world, now circumstance, new churches. I got some challenge in myself.

**2. Nature of human being:** As we all know, Abraham Maslow's theory which is even old theory still working in our society. His well-known theory of hierarchy of needs, he was a former president of the American Psychological Association, believed that we could learn as much as studying

healthy, well-adjusted people as we could by studying those with problems, so that is what he did. His conclusion was that each of us has various levels of need and, as we satisfy one need level, we move up to the next. These needs he categorized as we know: Physiological need-Safety need-Social need- Esteem need- Self-actualization need. Marlene Wilson, *How to Mobilize Church Volunteers* (Minneapolis, Augsburg Publishing House, 1983), pp. 36-37.

**3. Motivating Lay Pastors.** Melvin, one of 13 monographs (LPMI USA); Dr. Melvin found twelve pillars to make success this ministry many years ago after launched. 1. Vision; 2. Ownership; 3. Design; 4. Call; 5. Equipping; 6. Accountability; 7. Affirmation; 8. Support; 9. Fellowship; 10. Communication; 11. Evaluation; 12. Maintenance.

**4. Also Daniel H. Pink mentioned:** Book, *Drive*, Chapter 4, p. 83.

**5. in our church of 2500 members.** Melvin J. Steinbron has started at College Hill Presbyterian church...their people was approximately 2500. Melvin had been work for about 15 years at three different church, and one day he realized he didn't 'equip the saints for the of ministry(Ep. 4:12),' so he stopped his ministry and studied about this concept and was invited the church, CHPC, so he developed this ministry. First they called it Lay Pastoral care Ministry, but later one they have change the name, Lay Pastors Ministry and became world-known ministry, and finally come to Korea and export to the Nagaland India, made school.

Change/paradigm shift

**1 William Bridges.** (2003). *Managing Transitions*. Cambridge: Da Capo Press. He says there three stages of transitions: Ending, Neutral Zone, and Beginning. It was very useful for people to change, and the strong point of this book is people's mind is not change at one time, and one morning so we have wait these stages.

**2 Melvin Steinbron.** (1997). *Lay Driven Church*. CA: Venture Books, at contents, #1.

**3 At CPE, we are learning** from a few feedbacks: one from ore supervisor's directly feedback on the paper and through individual supervision with them; and from peers, we called it group dynamics. At group meeting we got a lot of feedback from peers. We grow through both our supervisor and our peers.

**4 Dr. Melvin wrote a few difficulties** in this ministry at Training Manual, #12: 1) Some people they do not need lay pastor. 2) Some people are very busy. 3) Lay Pastors are busy. 4) People have some problem we cannot solve.

5) Different effectiveness. 6) No apparent needs or crisis. 7) Some people need only ordained pastor.

#### Parachurch Ministry

**1. parachurch ministry help church to grow:** so local church helps parachurch financially to survive, and this is natural phenomenon in the Christian ministry.

**2. for the church in the world:** I heard there are more than 100,000 parachurch organizations in North America and around 100 for now in Korea.

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### **Books (trans., written, edited)**

*01. Can the Pastor do it alone? 02. Lay Driven Church. 03. Maximize Your Ministry. 04. Partners In Ministry. 05. Mobilization church volunteers. 06. Reopening the back door. 07. Concept & Theology of Lay Pastors Ministry. 08. The Equipping Church. 09. Practice of Lay Pastors Ministry .10. Me to Us. 11. Church Unique. 12. Pastoral Care. 13. Creative life. 14. The witness of Preaching. 15. Preaching and Imagination. 16. Preaching Practice. 17. Managing Change. 18. Good to Great. 19. Church Growth with PACE. 20. To equip the saints. 21. Built to Last. 22. In search of Excellence. 23. Theology of Lay Pastors Ministry (Ph.D. Dissertation)*

## **Manuals**

1. Participant's Manual. 2. Supporting Paper. 3. Leader's Manual. 4. Start-up Manual

## **Re-equippings**

1. Who we are. 2. What we are doing. 3. Where we are headed

## **Nurturing Resources**

1. Counseling or Pastoring. 2. Caregiver or healer. 3. Maturity or Immaturity. 4. Being an example. 5. Biblical Ministry