

**"A vessel cannot overflow until it is first filled."**

# **Climbing Toward or Descending Toward**

**Byeong Chea Seo**

**We are all in motion. Always. Those who are  
not climbing toward something are  
descending toward nothing.**

**Climbing or Decending**

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## PREFACE

There are two kinds behaviors in front of us; climbing toward or decending. Climbing means doing something continually even if there is hindrance or preventions. Let me talk illustrations for the preface. 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 most 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 dig 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. 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 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.

Byeongchea Seo  
President of Melvin University

## **Leadership**

In reading many leadership books today, I found there is one important thing. Those who have written books were failures in their early lives. Not everyone definitely, but mostly they failed. There were various kinds of failures, by the way, in the end they found books at the 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 enjoy reading those books, because they are really helpful for ourselves, called self-books.

Through these books, our self-growth is growing. Self-growing is important. I am not talking here about money, being richer in the world, but spiritual richer, life itself becomes rich. Why is spiritual richness important? People in the world are hungry for something. What is that? We can ask ourselves, "we are living in a richness of mind" I think this is a more accurate approach. Once we talk about spirituality, I have learned personally from the CPE setting that it's not only in religious aspects, but everything in spirit; that is even joy, sorrow, sadness, disappointment, discouraged, feeling loss, etc. So through these books, called SELF-HELP books, we can revive our bad spiritual status. ◆

## **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, the person in front of him ray 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 moving 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, but the way, most of 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.◆

## **Confidence vs Competence**

These two are totally different words. Confidence means I believe in myself. That's am I confidence in me? But competence is about our ability to do it or to manage it successfully. For me, sometimes I think of myself as a competent person, because I can do and solve problems nicely, which means I am able to do any given task.◆ as compelling, impelling, motivation, and action. ◆

## **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.◆

## **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 we 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 ego-centric, 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 my ministry, that's something wrong and this is just self-satisfaction. My ministry grew a lot, and I am confident on this assertions. Because I made my ministry to grow. What and how did I make my ministry to grow? First of all, 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 growing. I am sure it is because I were there. Hope you do as well.◆

## **Fish Discover Water Last**

We have done our job today, through the successful INAUGURATION CEREMONY. That is the mission which was given by God. We have started this vision a year ago, in 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 its 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 little bit more than a year.

What did we have work since then up today? First we have focused on the only in this mission in our daily life. I mean ONE thing we had 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. But one of important things is that we begun this project from the end. Why? I will tell you. I have used to get questions in my mind, "Why People is not getting ministry done completely?" I read one book, The Path of least Resistance (written by Robert Frize, 1984) many years ago, even translated it partly and taught at occasions. He started the book with the questions, "why people are not successful of their plans." 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 makes 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. He wrote many things why, the reasons. In the end, it became my own questions since then.

Maybe this is not understandable to you. Why began 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 people tend to stop or give up at number #3rd or #4th stage, because they used up all of their energy up to here, e.g., at beginning stage, so no energy left to keep on going up to the number 10, e.g., to the finish line. That is definitely true. Look at people around you, their final goal is far from their sight and says, in despair, "that's not mine but someone else."

So starting from the end is more wise to complete. But definitely you need more energy, more self-discipline to keep this strategy, beginning from the end. Anyway, finally we made it, OPENED Melvin University today. As I put the title,

"Fish Discover Water Last," if you are really looking for the way constantly about your mission which God gave you, you will find the way and completion in the end. The matter is that how do we keep on going until the end. There are many ways you need it.◆

### **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 failure in the world. He concluded those who focused on the only one thing succeed than who tried to do many things and knows many things.

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

All of us know about Domino Theory, Domino Effect. What it is? 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 you still stuck at there, and maybe suggest them that 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 Lay Pastors Ministry? If we look at 12 foundations of Dr. Melvin, it says the first is Vision. So this ministry should be the vision driven ministry.



So why Nagaland church need 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 cover 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 difficulty.

Maintenance is just like that. It has to cover everything from the beginning. Maintenance cover 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 new venture again. And Maintenance makes unite 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 maintenances. First stage is showing the vision, which means Leadership (L); and keep the vision continually is Management (M). To start Vision is easy, but maintaining the vision is not easy. New start needed all the time, which means new manage, different manage needed all the time.

I have thought the Leadership is everything, but not it is. 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 leader and using our leadership is possible. The problem is how to move concept into reality, we will discuss with this later.

Anyway, once when we started, management and maintenance is 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 Leaderships; 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 going well, so we need to read books on these two categories.◆

### **Learning from mistakes**

You don't have to suffer on purpose, you don't have to make mistakes on purpose. But who in the world doesn't make mistakes? So, wouldn't the word "mistake" have occurred? We know that we make mistakes. We don't know at the time, but later on, we realize that it was a mistake. Mistakes in words, mistakes in human relationships, mistakes in teaching, mistakes in attitudes, mistakes in relatives, mistakes in families, mistakes in children. Mistakes to parents. Now that I think about it, I also did something wrong to my parents. It was a mistake in words at the time, but looking back, I made a mistake. They also make mistakes when they were young, in middle age, and even in old age as well.

When we are young, mistakes can affect our present lives. Recognizing and paying for them is a burden and a risk. It is true that acknowledging and accepting mistakes will make us smarter, healthier mentally, and beneficial to all aspects of our lives. It seems that acknowledging mistakes is a top priority. If it is not admitted, the next step will not proceed, so it is essential to admit it. If you were not admit it, that is, if you don't admit it, it could be another mistake in itself.

Then why can't we admit the mistake? It's probably because of concerns and fears about how to deal with it after admit. In other words, it's probably because of the social perception that if you make a mistake, you have to pay the price.

So when you make a mistake, two things come to us realistically. One is that we admit our mistakes and learn something from them, and the other is that we have to pay for them. The tension between these two things, this may be frightening.

Moreover, I think there are many cases of mistakes when we are in another culture. In my case, when I first came to Kenya, I made a lot of mistakes. When I think about it now, I did it because I thought it was natural at the time and that my words or actions were clearly justified, but now I think they are mistakes. There were many mistakes, such as yelling at the school staff, working for the school, and being mean to the residents of the neighborhood, and it was also because I was not accustomed to the culture because it was my first time.◆

### **Faith and trust**

These two things seem to be different when it comes to human relationships and ministry progress.

Trust is about you and me, that is, one-on-one, whereas trust is about the other person's leadership. Of course, when trust is broken, it is a fatal blow to leadership, but the question of "Do you give faith" in fulfilling a given mission as a leader seems to be different, even if trust is present.

For example, a person named A is personally trusted by the ten people around him. In other words, "He'sm definitely not a person to take on money." However, faith in a certain ministry or project to complete may have doubts.

Trust is an expectation and belief in the possibility that the future behavior of another person will not be favorable to you or at least malicious. In other words, trust can be seen as expecting the other person's cooperation with the belief that how the other person will act.

To summarize the various definitions of trust, trust is a 'subjective expectation that one actor will act according to his or her expectations or interests despite risks'. This trust is a typical case of social capital in that it presupposes social relationships, exists in them, and because trust exists, related actors can cooperate and reduce the cost of monitoring and control. Trust is also a public good as social capital. This means that trust also has a dilemma as a public good. In other words, if you are a reasonable individual in a social relationship, you will want others to give trust to you or build social trust between people related to you without giving trust to yourself.

In other words, constant effort and self-development are required to give trust to members. It would be great if a leader was recognized as having a confidence of 100 percent and a good luck of 100 percent, but I think that would be impossible unless it were God.

Shouldn't the people who are with him bravely jump in at the expense when the belief has to go? Who would jump in when that belief doesn't exist? Believe or Faith is a personal state of mind that accepts a certain value, religion, person, or fact as a firm truth regardless of others' consent. When you have that belief in a leader, you will try it together. This seems to be a more urgent problem than in the past. In the past, leaders were far superior to those around them, so they believed unconditionally and joined together. However, this is not the case at all now. Everyone is outstanding, so "Let's go!" Then it is not the time to run all at the same time. This may be why a leader's continuous self-development should proceed differently from yesterday.

After all, regardless of the organization or ministry, a leader will be an essential element of these two. One will be personality, and the other will be competitiveness. Trust should be built in human beings, and faith should be given in public assignments.◆

### **An important decision**

There is a saying, "Don't make an important decision when you are hungry," which is meaningful advice. First, when we are hungry, we will definitely have an upset stomach or a sick stomach by eating anything in a hurry. And in that case, emotions are mixed together, and self-judgment is blurred, so there is a high probability of making a wrong decision. It would mean to take more time to eat lightly and avoid hunger, and then review the decision again.

We often see scenes of "Hey, calm down and talk" in our daily lives or on TV. I think it's an example of the same context. Recently, my university had a similar experience, and there was a case of having an employee sent out. This is still ongoing. There are two main problems, and it seems to be a characteristic of not only our staff but also Kenyans here. There are two, one is the concept of time and the other is the habit of not taking receipts when they buy some stationary and stuff for the office. This has fatal consequences for school administration and hurts people.

When I thought about why, I don't think they have been paying attention to timing for a long time because they live a hard life. There is a wall clock at home, but there is no concept of time. After experiencing it a few times, I was nervous, so when I asked if they knew the word "punctual," they didn't know. That's why when they come, they come, and they don't feel any pressure to come late. I think if they tell what time they're going, they can go within that day. But other people seem to accept it. If they make an appointment at 10

o'clock and wait until 11 o'clock, and if I am annoyed, wait. They will come soon. And if they show up around 2 p.m., we will see, there is a lot of work.

It is really not easy for me to work with people like me who are sensitive to time. Eventually, we, the strangers, lose. We have to accept it and accept the culture, or we can go really crazy.

Even if they buy it, they never get receipts to do so, and they don't see why they should get it, which is a long-standing habit. It seems to have been the case since childhood. However, this can be a fatal weakness for the people who support our school, especially the board members of Melvin University, although I understand it. Maybe it's something they do not trust in me or the school staff. Whether these people should be sent out is the current challenge. A difficult decision has arrived for me, who has the idea of going with me forever once they meet.

Rev. Melvin also once said, "People come in and leave," and that was a comfort to me. He seems to have experienced a lot of such cases because he worked for a long time. At the time, I had the idea that the staff of our Institute would not break up and go together forever, so it was difficult to accept that someone would leave. However, over time, I came to think that it was not because they hated our ministry, but that it was right to let go for some personal reason. Rev. Melvin also told me about this case.

In fact, there are people who are overly impulsive in their decisions. People who break up with their daughter-in-law because they did something wrong. In other words, because they are angry, they can make a big mistake in a momentary decision. Some people decide everything only from their own perspective. It's okay to make mistakes in small things, but we shouldn't be so impulsive, like binge-eating because we're hungry for important things. Impulsiveness, judgment, or vision seems to be another thing.◆

### **To be effective and productive**

I remember reading "Effective and Productive?" written by Dr. Melvin. And I've been thinking about it for a long time, and all the time as well. And while I was doing something, I used to ask myself, "Is this effective and productive?" Once we are doing some projects, ministry, it's good to ask these two questions. And we could also use it as a checklist.

It was a long time ago, but I spent a really hard and boring time going there for nearly three years to set up a school in Korea. Unfortunately, however,

there has not been much progress. In the end, Rev. Melvin advised me to think, "Is it effective and productive to do so?" I believed he was talking about my leadership, strategy, action, etc. He and I both know I'm a hard worker, and it doesn't matter. It's much better than being lazy. But is it effective as a result? Is it productive?

I needed this question. If it's not effective and not even productive, we need to question "Why do I keep doing this?" for our long (three years in my case) effort. In retrospect, I was unwise, but because I really wanted to go to school, and I believed it was the right decision, the right procedure. But in the end, I was wrong, I gladly accepted Rev. Melvin's advice to "don't do that," and had quit the project.

So how can we be effective and productive? I'll talk about the former first. If you want to be effective in a particular ministry, you will need to 1) a high degree of concentration, 2) use the right tools, 3) review the process again, and 4) find a more systematic approach.

Once we do any ministry, we have to concentrate on it completely. That way it will be effective. And we need to use the right tools to do that. That is why we need a lot of resources around us. Personally, I used to get a lot of insight from new books on a regular basis. We must also consider the progress. Every ministry is alive, moving toward something, so there has to be a process, and it has to catch people's hearts, and it has to work with them. We need a more systematic approach. We always need to have two minds: React immediately, or take time to think!; emotional, or thoughtful; and there may be points to consider, such as high speed, or sometimes slow speed; and so on. These factors are always at play in our process. We must therefore proceed systematically.

So how will it be productive? This is another important issue. How can we be productive? I think the goal is important. What are you going to do? Where is the final destination? What is our purpose? So we need a result-oriented mindset. If not, it can be distracting when we face different opinions and different situations from many people. Therefore, it is necessary to be result-oriented. If we only tend to stick to our usual routine, it may not be productive. We need to check progress all the time. "Is it productive in this way?" If not, we might have to take the style and system seriously and change the course.

I would like to thank Rev. Melvin for asking me the important question, "Is your work now effective and productive according to your purpose and goal?"◆

## **Adversity Quotient (AQ)**

We have often said IQ (Intelligence Quotient) and EQ (Emotion), but I recently learned the term AQ. (Adversity Quotient). In short, it says how well we endure adversity in our lives. Perhaps it means that obstacles should be turned into opportunities. I saw a website called "peak learning," which has a similar concept, and I was interested in the content. Since the peak here means the top of the mountain, it was named peak running because there were hikers, people who quit, and people who reached the top of the mountain. It seemed to mean learning how to get to the top of the mountain. And they use the adversity quotient.

They said the IQ and EQ era is over, stressing that we now need an AQ that tells us how to deal with the adversity ahead of us. Then they made a ladder diagram showing starting, quitting, climbing, and reaching the top of the mountain. And they said it depends on our AQ. The subtitle of the ladder they developed was "turn obstacles into opportunities." They expressed that there are three things. Those who quit from the beginning, those who quit in the middle, and those who go to the top. This was described as low AQ, medium AQ, and high AQ.

This reminded me of a book called "Grit," which focuses on "perseverance." "Grit" and "Perseverance" are all used in the same meaning. In other words, maybe AQ, Grit, and Perseverance are all the same concepts. The question is how to reach the top completely. As mentioned above, those who climb the mountain will be classified as those who quit from the beginning (Quitter), those who stop in the middle (Camper), and those who continue to climb all the way (Climber). The first two cases will have their own reasons, just as there is no unprovoked tomb. It may be because of economic problems, family problems, or social problems, etc. They are categorized here as "high AQ (keep going)," "medium AQ (get off midway)," and "low AQ (I'm tired)."

There is always adversity in our lives in any way. There may be cases where people go through it from an early age, when they go through it as adolescents, when they get married, or when they get older. How well we can withstand these adversities and rather it can be a support and opportunity to make a comeback for the rest of your life. I heard recently that a couple who had been married for decades had divorced. Whatever the reason for the divorce, the reality is reality. I've thought about two things. How will both live? So called, people with a high AQ will stand up, and those with a low AQ may collapse.

Is there any room to learn anything more through adversity! A research institute conducted a survey of 1,000 people, those who suffer from disabilities. The question was, "If I had a drug that would cure your disability, but it makes you lose everything you got from adversity, would you take it? "What do you think, reader? How many people took the medicine? Some organizers in question expected 90 percent to eat, others 75 percent to eat. They asked a thousand people again, "Would you like to take the medication?" and no one took the medicine, which was completely unexpected.

After all, adversity in our lives is difficult, but people don't want to completely erase from memory what they have learned and gained in the process.◆

### **Reading books and writing**

New ideas come from two cases: one from reading books and the other from writing books. As we read books we get information, new ideas, and learn the wisdom of life. So let's call it input. But now that I think about it, it fills our knowledge, and we also have confidence that "I know this much" somewhere. In a way, invisible extroversion seems to widen.

On the other hand, I feel like I'm experiencing a completely different world while writing a book. It accumulates knowledge while reading, but it seems to feel deep when writing. That's why I write a column. What I write seems to be reinterpreted and written. Most people seem to be afraid to write books. I'm also worried. How will the book be published, how much will it cost, etc. In fact, publishing books on the market is inconvenient.

If you want to sell it on the market, you need to create a publisher and get an ISBN. In my case, several books are still on the market through such a process in Korea. However, in Kenya, some books are written but not published for sale. In fact, I entrusted two books to a publisher in Nairobi, but neither of them went on the market.

The first book summarized my experiences of the ministry over the past 20 years, but the pages were incorrectly written during Nairobi's publication process, and those thousand books were discarded. I spent money two or three times, but it was a bit disappointing. By the way, now I am grateful that it is made into a PDF book and printed out and placed in the library, so that students can see it. The second book was divided into 365 materials of Rev. Melvin and made "365 Reading" to read one topic a day which was also published with some money but only a few books entered the school and the



rest disappeared on the way. This is still the case in Africa.

Anyway, in this situation no ISBN is being made into a PDF book and uploaded on a school website so that students can download it freely and read it freely on their phones. One of the reasons is that English books are so expensive that it is almost impossible for students to buy them. There are neither Christian bookstores nor Oyugis, nor Kisii, where our school is located. Kisumu, where the airport is located, has to go for two or three hours, but we went to buy a book last time, and the expensive ones cost 7 to 80 dollars per book, so we eventually bought a few books and came back. So it's impossible for students to carry books for personal use, and there are many students who don't even have the Bible itself. I'm now talking about books, but I strongly recommend writing the book to you, readers, anyway. It is necessary for self-development, not for sale on the market, and it may be lightly made and given to family members, relatives, and neighbors. There are ideas you get from reading a book, but if you write them, you will get richer.◆

### **The result of greed**

Dr. Melvin asked me to do two things when I first started my Institute. One is that I can't do ministry for the whole of Korea alone, so make a team and proceed together. Second, make a Monthly Newsletter. He said this was absolute to the progress and growth of the ministry. So these two pieces of advice were deeply embedded in my mind and kept this promise for more than 20 years. But the strange thing is that at first I made a Newsletter, but after a few months I felt that the Newsletter was leading our ministry. There seemed to be such a phenomenon as the ministry gained momentum. I think that writing a Column for a newspaper is a similar phenomenon.

Today, I am going to write about greed, thinking that maybe the Column could lead me. I watched a foreign movie and the title was [House of GUCCI]. The subtitle was "There are currently no Gucci family members in Gucci". The story is that the husband is named Gucci, but his wife orders a person to kill the husband. Gucci, her husband, was greedy, perhaps because he made money well. His house was too big, and there were many luxury cars, which made company executives upset and concerned. In the end, it seems true that greed breeds sin and leads to death.

One time it happened in the seminary because since the president passed his term three or four times and more than 10 years passed, people around began

to say that he was doing it for too long. In the end it resulted in a bad of being kicked himout, sadly. I personally know him well, andI was grateful that he took care of me a lot. Of course,I think this case was not due to individual greed, but rather to the greed of the group we were following.

Like Gucci's case, personal greed is a problem.Also,the group's greed is often a problem. For example, in the case of a large church the pastor in charge has been raising the church bigger so the church members, or elders who were close to him often encourage it to add 2-3 more years even to the age of 70. I think that's also a temptation, but the group's greed is at work. There was a lot of concern around. If he falls for that temptation and does it for two or three more years his honor and hard work he had accumulated so far will end up in vain and there will have been people who are clearly opposed to it. It ends up with a bad result. Even if it is the group'swish,it is necessary to make a decision that it is not.

The first example above is the case of falling for the temptation of group greed, and the latter boldly rejected it, so the current positions of the two are very different. The former is still hearing bad things from the seminary's juniors and denomination and the latter is still respected as a retired senior pastor in the church and is recognized by the church community.

What is greed? Aren't we asking for too much? Some say that they want the best husband, the best wife, the best daughter-in-law, etc. They are greedy. There was someone I know who expected too much about their future daughter-in-law. Of course, it is understandable that their son went to graduate school, studied in the United States and went to a good job in Gangnam, Seoul downtown. However, around the time his son got married, he introduced his girlfriend to his parents, but she was rejected, and eventually the son married the person his parents wanted. Eventually, they broke up due to one reason or another, and even he had a son, and former wife took the son from him and belongs to former wife due to the opposition of his parents. At this point, I saw him spend years alone, resenting to his parents. It seems to have been caused by the excessive greed of parents.

Greed may also work in our university. We may suddenly have a desire to grow and a desire to increase the number of students. If we are not ready to grow, andwe want it to grow suddenly that would be absurd. This is related to financial issues so it is greed to try to over sponsor. The number of students is not suddenly increasing. The current situation and the local is also considered. There are two universities that are already decades old within two hours of our

school. Therefore our university which is only two years old is like a baby, so the buildings and the number of students need time. Too sudden attempts are greedy and there is no need to overdo it. It is not something that can be done by a person or group greed. I think it is best to be grateful for the present and to be loyal to what is given.

On the other hand, I think about the relationship between greed and vision. In other words, is it greed or vision? Greed is the starting point of our heart, but the vision is the starting point of our Lord, and I think it is to accomplish what the Lord wants. In other words it seems that there is no problem even if it is developed to infinity because it is given by the Lord. However if greed progresses to infinity, there must be an accident, and we see a lot that greed kills ourselves. In the process of achieving the vision of the Lord, we can accept the daily bread and the necessary positions with thanks and humility. However becoming rich through that vision or pursuing too much honor will eventually lead us to self-destruction.◆

### **Freedom and responsibility (Two Statue)**

Viktor Frankl, widely known as a survivor of the Holocaust, once said that there should be a "Statue of Responsibility" on the other west coast, along with the "Statue of Freedom" in eastern Manhattan in the United States. In other words, one is the Statue of [Liberty]; the other is the Statue of [Responsibility]. I think this must be a metaphor, of course. In other words, when we have freedom, we must have responsibility along with it. Perhaps it is his hope that the United States, which began to pursue freedom, will now become the United States that is responsible.

I once read the article "Principle of 100/0" and the point of the content was that we ourselves should be 100% responsible for anything. Most people blame others when problems arise. When the husband couldn't make money, the wife blame of incompetent her husband. If the church does not grow well, the church is to blame for their pastor, while the pastors are to blame for the church members. Children blame their parents, parents blame their children, etc.

It occurred to us that perhaps we were wasting precious energy and spirit on blaming and resenting others. Isn't human being stupid and ignorant, with the thought that our energy is spent on such things! Aren't we ourselves wasting our energy on useless judgments! Who is responsible for our current situation, my position - good or bad? Isn't it entirely us? Didn't we choose? Somehow, in

the present situation, the final decision must have been made by ourselves. If we don't admit this, I think it's taking us to a bigger problem.

And there are times when we focus too much on our personal 'freedom'. I don't know if it's a leap forward example, but they drink too much and say, "What's wrong with you? My freedom." And as a result, what about the responsibility for their health? If they drive too freely, the consequences can be fatal. If they eat too much freely and become obese. I understand that there must have been a situation like that, but I think the responsibility for the consequences lies with themselves. The person should be responsible for the abuse and misuse of freedom. If we say I enjoy 100% freedom, maybe someone else will have limited freedom. In other words, freedom should also have a reasonable and ethical boundary.

For example, let's say I blame the staff at our Melvin university. They have no ability. Nothing will change if the administration accuses it of lacking. Change is their own business, not my push. Rather, only myself, due to time loss, energy loss, deteriorating personality, etc., results in only my foolish consequences.

As in the "Principle of 100/0" above, it is considered wiser to admit that all the problems now lie in ourselves and to live with pride by sharpening the given talents and specialties while overcoming our own reality.◆

### **Just do it**

Sometimes when I watch TV, I see Nike signs. Nike's slogan is "Just do it." It is taken to mean 'just do it, do it unconditionally, don't think too much and just do it,' etc.

One of the hard elements of our ministry, which can be called inertia, is that it tends to stay complacent, stationary if it doesn't shock us at all. It can be explained mainly by the phenomenon that passengers who want to stay stationary when buses depart, and passengers in cars that continue to run when they stop suddenly are leaning forward. It is said that the etymology of inertia comes from the Latin word 'iners', which means 'lazy, rest'.

In short, it would mean "It is a little slow to act." Do we have to do our ministry today! Sometimes we think, "Did I have to finish it tomorrow or this week?" However, when we look at people, some often result in not doing the job. There was a time a long time ago when I was scolded by the professor for delaying, but now that I think about it, I think the professor was trying to alert me that "I might not do it after delaying it." Sometimes it happens.

Recently, I talked with a pastor I was close to for about an hour, and he said he wanted to write a book on what he had studied for a long time. When I heard it, I knew so much and had everything in his head, and it was an excellent level of content. Why can't you put it into practice? I asked him. The reason was that he couldn't concentrate on one thing because I was doing so many odd jobs.

So when I get home and think about it, it could be a habit that I've had, and it seems like that system of thinking has always been formed for a long time. That is, I think he is thinking too much about whether to do it or not. Usually, people tend not to move unless they are in an urgency, or if there is no problem, perhaps it is human nature.

If we have any plans and goals, it is necessary to do them regularly and constantly. Our Lord has said a few things about this inertia:

Psalms 1:3c "Whatever he does will prosper" (if do not; no prosperity)

Psalms 128:2 "You will eat the fruit of your labor" (if no work; no fruit)

Colossians 1:10 "Let all good things bear fruit." (If you don't do good; there's no fruit)

In other words, the relationship between 'doing something and thriving,' and 'labor and its fruit' is clear. If we don't work, there's no fruit. There is no result just by talking. There is no result just thinking about it. Just do something! Just do it! If we obsess about the results or fruits too much, it seems that our energy is consumed by the expected thoughts. Just do it and the results will follow. Shouldn't Nike's slogan "JUST DO IT" be mine! We have to do it right now, but still isn't there any delay?◆

### **Meaning of 'trust'**

We are familiar with Stephen R. Covey's book, "7 Habits Of Highly Effective People". He died more than a decade ago and now his son, Stephen M. R. Covey, inherited his father's company and is doing well. However, his son Covey wrote a book on trust, *The Speed of Trust* (2006), subtitled it, "The One Thing That Change Everything." The whole story of the book is that when there is trust, everything speeds up.

First, trust must start with ourselves. As Alvin Toffler described the trend of the times as the fifth wave, the book also said that trust begins with ourselves, flows into relationships, and into organizations, and eventually proceeds to a

cosmological world, probably discovered while running his own company, the Covey Leadership Center. In the end, trust means that it starts from the inside and progresses, develops, and expands outward. It can also be said that in order to gain the trust of others, we must build trust from ourselves.

What caught my attention, however, was more about the relationship between father Covey and son Covey than the book containing the above. It is noteworthy that the son has received the work of the father, which was widely trusted already, and continues to be trusted in his son generation. Perhaps it is true that the reader's credibility to the father Covey has certainly affected the success of his son's work. Anyway, if you look at Covey's "7 Habits" book, you'll find his children's stories about their fathers in their recommendations. As such, it is also proof that children trusted their father. I was surprised at first. It is shocking to me that children write about their parents in books that are widely read around the world, even though they may be grateful for what their parents have done. However, if you look at the book "Speed of Trust" about his son Covey, his father Covey wrote another recommendation for his son's book.

It's really enviable that the relationship between a father and a child is like this. Of course, in his father Covey's book "7 Habits," he wrote a lot about his family as well as personal growth up to the usual seven elements. It certainly gives the image of an "ideal father," and in 7 habits, almost all the children wrote recommendations in their father's books. This is extremely rare. Can the relationship between children and parents be like this? It depicts children respecting their parents and parents encouraging their children.

I'm not that kind of father anyway. When I was in seminary in Korea, I was married and had a son, so there was always poverty and difficulty as a seminary student and student pastors. In Korea, student pastors and also pastors' jobs do not have enough income, so their children are bound to sacrifice. So I always feel sorry for my family. For my son, he would have always been planted in his head as a "father who didn't take care of family properly." I felt a bit serious when he expressed to me that he only had that thought decades later. In addition, I almost poured all of my money into missionary work abroad, which seemed to be a complaint to my children.

Anyway, at the end of the book, he set out some conditions to gain trust to speed up, first, to be honest and faithful, to gain trust from people; to do anything with good intentions and not to deceive or conceal people; to have expertise, knowledge, skills, and abilities in what is requested; and to have good

results.◆

### **Manipulation or Motivation**

This is a rather sensitive issue. But let me think of it as a general approach. We have to be careful about the difference between motivation and manipulation. Both make people move, but manipulation is not good for long-term ministry. We may use it from time to time, but we must be very careful in that case. Sometimes it is too much, but it is easy to cause misunderstanding from the others. We had better avoid such an approach as much as possible. And we also need to learn more about various ways to motivate people. This is because all ministry starts with motivation and requires continuous motivation.

It's a very necessary feeling that I'm "contributing to good things," but when I feel "being used" by the other person's words or coercion, I think it's a little weird. Modern people are very sensitive in this respect and feel faster than before. In particular, they want to know if they are motivated or manipulated in the first place.

Sometimes we have to move people. In that case, even though you know that it includes a feeling of manipulation rather than motivation, there is also a temptation to approach. We can take a horse to the water, but it's his own decision whether to drink water or not. It can be seen as 'manipulation' to force people to drink water unpleasantly. If we use this too often, it becomes uncomfortable to continue to socialize. In the meantime, if we seem to do it often, we often feel that we have to quit a little while being hurt. After all, We have to be careful of ourselves, and we also have to pay attention to the people who treat me as well. It seems unwise and wasteful to have to spend time and energy on these unnecessary conflicts while doing good things.

What is the boundary between motivation and manipulation? How do we tell it apart? Motivation is a pure-dimensional approach, while manipulation can be seen as a psychological and technical aspect of artificially moving people. Motivation is what we do for a given goal with the other person, and manipulation is using the other person for our own benefit. Motivation includes care and consideration. Perhaps altruism other-centered is fundamentally underlying. It results in maximizing the other person's potential.

When serving as a team or when two people become involved, there are two necessary factors known. One must be individual development, and the other

must be meeting goals. There will have to be care and encouragement in the first, and there will have to be motivation. There is no need for manipulation to go in there. In my case, I have never been in a relationship with Rev. Melvin for more than 30 years and he manipulated me. When I think about it now, there was mainly 'consideration and encouragement for me'. It is remembered that there were various aspects of motivation after all. Nevertheless, I grew up and achieved the given goal.

Professor Jim Collins of Stanford University also said that in order to achieve the group's goals, people who are prepared should be taken on the bus. The words do not mean manipulation. In the end, it means that we should go together with encouragement and consideration. I think people who are prepared mean people who are self-disciplined. In this day and age when everyone is mature, all our leaders need to do is to give direction and motivate.

I think all ministries should start with motivation, proceed with motivation, and be completed with motivation. Of course, there are difficulties in the process, but if the manipulation permeates it, we will regret that we have worked hard and tried so far. This is because everything has been achieved, but it did not end with a pleasant heart. ◆

### **Bad leadership**

Barbara Kellerman, a professor at Harvard University, talked about bad leadership and explained why it happened. However, the peculiar part is that there is an acceptable reason for being a bad leader, and it is necessary to first understand that there is a reason rather than devaluing the leader with only one aspect. It would be the same as human beings having bad experiences in the past (grey areas, dark areas) and things they want to hide.

In fact, there are sometimes such people around us. However, if we have an opportunity to talk in detail one-on-one, we will understand why it happened. This is a case of a pastor who was ostracized by his colleagues, or a case of being a little rough due to the deep wounds he received from his congregations during the ministry. However, as someone said, through education leaders can be changed, and new ideas can be better leaders. We put hopes on it.



When it comes to leaders, we think that we should do everything well, be a good person, and expect that. However, it is often the actions and drives of a leader that hurt the other person or those who follow him. This could really be done unconsciously. I always think I have to be careful on these aspects, but after a while, I realize that I have behaved incorrectly. The higher the position, the more likely it is to live with this risk. After all, this behavior doesn't have to be too careful, but it can also be caused by carelessness or neglect. If this becomes a big mistake, it can result in an irreparable mistake.

Leaders have no choice but to do special actions, hang out with others, and have a responsibility to present the right progress and direction to those who follow. Some say that leaders tend to have a strong male image that needs to be protected safely, showing a strong side to their work or ministry, just like other animals. In this world, good things are done by good leaders and good followers, but it is also true that bad things are done by bad leaders and bad followers.

Which leader is bad? Easy examples include talking recklessly, having to win everything all the time, or making it difficult for their surroundings or followers with a special personality. There are leaders who try to satisfy their personal needs. Some leaders sacrifice individuals, saying it is a group's need. As a result, it may become inefficient for ministry or a given goal. There are also leaders who neglect the ethical aspects.

Furthermore, Professor Kellerman mentioned seven types of bad leadership, which I think will be beneficial, so I put them here. (Bad Leadership by Dr. Barbara Kellerman, 69–84 pages)

*The first is an incompetent leader.* This is a case of being criticized by the people around him for not being good at handling or promoting work. If they become a leader by any motives or by any means, but they are not good enough to handle a given role, this is a problem that the leader himself has to solve. I was also challenged about this when it was about six years since I started working at the LPM Korea Institute. I used all the resources I had, and my staff grew up to be as big as me, so my role seemed to keep decreasing. It was a step that might seem like an incompetent leader.

*The second is Rigid.* This is an inflexible and rigid case. Maybe it's good to look like a principled person, but if it's too prominent, it seems to be an obstacle to the ministry.

*An Intemperate Leader.* This is a case where they're not restrained, and they're improvising everything, they're motivated in a moment, maybe they're

watching a TV commercial, or they're immediately disturbed by what a colleague says, their ears are too thin. This is fine for small things, but it could be fatal if the ministry is large and complicated.

*A callous leader.* This would be a cold-style leader, almost insensitive. Being cautious is good, but it's hard for people to work together without too much humanity. It's good to be considerate, but is it necessary to always be cold? Some of the surrounding members are waiting for the warmth of the leader.

*A corrupt Leader.* This may be about money, as we know it well, and it would be a corrupt look, taking bribes or whatever. In addition, it may be a case in which colleagues believe that it is too friendly for a powerful person to be disqualified as a leader. Too often, it may be a case of manipulation, which is found in politicians.

*An insular Leader.* This refers to a tendency to lean to one side. It would be a case of ignoring everything except theirs in terms of logic, theory, or ministry. It may seem like someone who is obsessed with a theory. Some of my relatives are also to be told, "He has too strong a dogma," which is considered to be the case.

*Evil Leader.* This would be an evil case, but it's not often the case, but it would be a leader who leads and leads a little too evil.

I thought about myself for a moment while looking at the seven types above. First of all, the role of a leader is important. In addition, there are always risks as important as it is. I was a little worried about the second of the seven above. Sometimes I thought, "Am I not being too strict?" Looking back, I thought, "I must have hurt them a little!" Anyway, the above seven are often considered to be a checklist to recall.◆

### **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 go 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 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 old concept, old mind first. Of course, to let go takes time. They know they need time, but we leaders couldn't wait to the time, so we tend to be hasty, then there is a problem sprung up, people need time, but we can't wait, so it is never matured. That's why I found people are not growing, not maturing enough. Before they are growing enough, their ministry closed down, because there is no result, no fruit as they expected therefore, become short-term ministry. This is one problem of this approach.

There is another problem that once their ministry has failed, they change another program too soon, too many ministries at short period of time, people are anxious about 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 does this for a few weeks, then give up, another few weeks then give up, and others then give up, 5-6 different ministries' paradigm in a year. Who is going to believe this style, approach? Finally, laypeople and pastor, burn out, and in the end they don't do anything, no more trying to do new paradigms, and then go back to 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.

I want to say, that they need to have patience and wait. As we know many successful ministries, they were doing something 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 mature 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 witness of the ministry, therefore, they have to wait, sometimes they feel they are killing time, wasting time, tedious progress, goes too slow, but they need to go through this stage, Ending, Neutral zone and then Beginning 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!◆

## **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. 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.◆

### **People in the moon**

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

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 stuck 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 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 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. ◆

### **Reactive vs Reflective**

As you know, there are two kinds of people once to cope 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 more 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 hesitate for it. This is what I mean here.◆

## **IN-FLIGHT MOTIVATION**

This is one of the toughest topic in the leadership. To motivate others are the essential to the leaders. Personally I was thinking of this all the way from the beginning to this ministry.

I think there are two stages of Motivations. First stage, I think 2-3 years since the started of ministry or project. At this stage, there should be team concept. Being a good team needs two elements basically: Growing/Caring each other. Another one is to Result-oriented concept. Only one is not enough, e.g., only growing/caring is not enough as team because team is not there for just fellowship, they are there for doing something, we might say to pursue something, to achieve to the given goal, project, so they are task-force to do it.

Actually the goal of team's existence is to make the goal's accomplishment, that's it. That is result-oriented gatherings. Without this concept, their gatherings

are only for fellowship. This is important premise, "why we are here together for now even we are busy for our individual life."

Lets back to the main topic. We have to 'grown up' & 'care for' each other. This is important job to the leader. If they don't grow, they will leave here soon to look for any other organizations to achieve their personal growth. And also Caring is important element among team member. They have to care for each other in ministry and also in their personal life. Leaders have to remember always these two criteria in mind, and then he can push them to move toward to reach the goal.

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 jealous to their leader. Of course, leaders should be the more higher than their members, intellectually, and strategically for the ministry. If they don't, team members are not believe 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 check 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 more 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 job for leading person, the leader. ◆

### **Dysfunctions of a Team**

We cannot 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 concept 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 he mentioned about 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 overcomes those previous two, this third one is naturally happens.

The more stronger in the team concept, the more accountability toward to the given mission. That is true. I found more stronger team tend to check each other how he/she is accountable in the project or ministry to completed.

Last one is what we call, the Final Destination, e.g., the Result what we had planned in the beginning stage. After all we, 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!◆

### **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 one came to me. 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 really clear, WHY I am doing. ◆

### **Weak parts and strengths**

Please note that today's title is not a "fault and strength." At first, it was named as faults and strengths, but I have corrected as it is now knowing that it was not what I intended. What I'm trying to say here is that everyone has a weak point (shortcoming) from birth in some way. Of course, if you expand, you can use the expression of "faults."

We often have to make choices with the following two questions: "fixing my weaknesses? Or to develop more strengths of mine?" Which one is easier? Or you could ask a supplementary question: which is more beneficial? We often pay more attention to our weaknesses, or faults, and even sometimes grey areas. The same is true on to others. Their weaknesses, their bad past, or their disgrace, always seem to be humans to look at with a magnifying glass on other's fault. (Shameful areas that they want to hide)

Looking at it with a magnifying glass on to other people's bad things as for ourselves, that's what gets us. Why are we always struggling with our weakness, fault? Many people wonder if they can't throw it away.

To put the conclusion, first, it is wise to focus more on the development of the latter, that is, by discovering our strengths. The question is how to discover strengths, and how to further develop and maximize them.

From my personal experience: First of all, there should be an opportunity to be sure that there are strengths in us. I learned from my advisor during Clinical

Pastoral Education that I had strengths in teaching and leadership. Once, I had the opportunity to give a five-minute lecture in front of the students I trained with, and our supervisor convinced me that I had that strength. Second, we should have the opportunity to use such a thing. If we bury it in the ground without taking advantage of the strengths heard from others, it will not be developed. We will have to be given the opportunity to take advantage of it, or create such an opportunity from ourselves. One management scholar also said, "Invest in people who are ready to do something." It means helping people those who are already "finding a place to use while developing their strengths."

The book, *Strengths Finders* (by Tim Rath, 2013) lists 34 strengths. Among them, there were three things that stood out to me: Discipline, Empathy, and Maximizer.

In this book, Training is "that you have to plan for yourself." I think [self-discipline] is important for growing ourselves. It's a continual discovery that most people are only interested in a given training from outside. In other words, it seems to be the idea that "I've done all the homework given." Then, based on that, we have to create our own training curriculum that we need and transform it into self-disciplines.

In this book, Empathy means "reading the emotions of surrounding people quickly." This is also one of the training contents used a lot in counseling, and there is also an expression, "I try to wear his shoes on to me." In other words, it means that we quickly know the other person's situation and concerns and sympathize.

In this book, it is said that Maximization is "excellence beyond the average by striving for it." What is maximization? Maximization will be in our hands when we continue to find and develop our strengths to the fullest, like divers who jump into the water to find pearls in clams.

Looking at the above three things, it is ultimately something that we leader need to develop, and it is beneficial to make it effective and efficient in our individual lives and ministry.◆

### **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.◆

### **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.◆

### **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.◆

### **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.◆

### **Learning from mistakes**

You don't have to suffer on purpose, you don't have to make mistakes on purpose. But who in the world doesn't make mistakes? So, wouldn't the word "mistake" have occurred? We know that we make mistakes. We don't know at the time, but later on, we realize that it was a mistake. Mistakes in words,

mistakes in human relationships, mistakes in teaching, mistakes in attitudes, mistakes in relatives, mistakes in families, mistakes in children. Mistakes to parents. Now that I think about it, I also did something wrong to my parents. It was a mistake in words at the time, but looking back, I made a mistake. They also make mistakes when they were young, in middle age, and even in old age as well.

When we are young, mistakes can affect our present lives. Recognizing and paying for them is a burden and a risk. It is true that acknowledging and accepting mistakes will make us smarter, healthier mentally, and beneficial to all aspects of our lives. It seems that acknowledging mistakes is a top priority. If it is not admitted, the next step will not proceed, so it is essential to admit it. If you were not admit it, that is, if you don't admit it, it could be another mistake in itself.

Then why can't we admit the mistake? It's probably because of concerns and fears about how to deal with it after admit. In other words, it's probably because of the social perception that if you make a mistake, you have to pay the price.

So when you make a mistake, two things come to us realistically. One is that we admit our mistakes and learn something from them, and the other is that we have to pay for them. The tension between these two things, this may be frightening.

Moreover, I think there are many cases of mistakes when we are in another culture. In my case, when I first came to Kenya, I made a lot of mistakes. When I think about it now, I did it because I thought it was natural at the time and that my words or actions were clearly justified, but now I think they are mistakes. There were many mistakes, such as yelling at the school staff, working for the school, and being mean to the residents of the neighborhood, and it was also because I was not accustomed to the culture because it was my first time.◆

### **Heroes of Failure**

Einstein, who confessed that he "knows how never to invent something." 1,093 U.S. patents are registered in Edison's name. For many of these inventions, Edison failed millions of times.

Edison failed 9,999 times to complete the light bulb that we are currently using. A friend asked him, "Are you going to repeat your failures 10,000 times?"

Then Edison said, "I didn't fail over and over again." As the saying goes, "Life is a series of failures," failure is what happens to everyone.

It seems in this context to say that only those who have eaten bread of tears know life. Failure to do something also means that you have tried it. It means that you have tried something, just as you have failed because you have tried an adventure.

During an employee recruitment interview, a company asks the question, "Have you failed?" Why is the word failure necessarily used in a job interview? It means that those who have never failed are not suitable for the company.

Those who fail and just collapse end up as failures, but those who overcome those failures can be called heroes of failure. Perhaps failure is given to everyone. Of course, each individual may differ, but it seems to be an essential element in life. It is given equally like this, but it seems to be up to each individual to deal with it.

Some people who were born as dwarfs live pessimistically watching it and lamenting it, while others see it as an opportunity and appear in movies.

In the end, failure is a necessary evil and temporary, so anyone can be a hero of failure if they handle it well and live as a foothold, and they can be named (Hall of Fame) in the Hero of Failure Hall.◆

### **Faith and trust**

These two things seem to be different when it comes to human relationships and ministry progress.

Trust is about you and me, that is, one-on-one, whereas faith is about the other person's leadership. Of course, when trust is broken, it is a fatal blow to leadership, but the question of "Do you give faith" in fulfilling a given mission as a leader seems to be different, even if trust is present.

For example, a person named A is personally trusted by the ten people around him. In other words, "He's definitely not a person to take on money." However, faith in a certain ministry or project to complete may have doubts.

Trust is an expectation and belief in the possibility that the future behavior of another person will not be favorable to you or at least malicious. In other words, trust can be seen as expecting the other person's cooperation with the belief that how the other person will act.

To summarize the various definitions of trust, trust is a 'subjective expectation that one actor will act according to his or her expectations or interests despite



risks'. This trust is a typical case of social capital in that it presupposes social relationships, exists in them, and because trust exists, related actors can cooperate and reduce the cost of monitoring and control. Trust is also a public good as social capital. This means that trust also has a dilemma as a public good. In other words, if you are a reasonable individual in a social relationship, you will want others to give trust to you or build social trust between people related to you without giving trust to yourself.

In other words, constant effort and self-development are required to give trust to members. It would be great if a leader was recognized as having a confidence of 100 percent and a good luck of 100 percent, but I think that would be impossible unless it were God.

Shouldn't the people who are with him bravely jump in at the expense when the belief has to go? Who would jump in when that belief doesn't exist? Believe or Faith is a personal state of mind that accepts a certain value, religion, person, or fact as a firm truth regardless of others' consent. When you have that belief in a leader, you will try it together. This seems to be a more urgent problem than in the past. In the past, leaders were far superior to those around them, so they believed unconditionally and joined together. However, this is not the case at all now. Everyone is outstanding, so "Let's go!" Then it is not the time to run all at the same time. This may be why a leader's continuous self-development should proceed differently from yesterday.

After all, regardless of the organization or ministry, a leader will be an essential element of these two. One will be personality, and the other will be competitiveness. Trust should be built in human beings, and faith should be given in public assignments.◆

### **Theory and Practice in the ministry**

Pastor Melvin wrote two books. The first book was written after 10 years of practice. In the next 10 years, he wrote the second book, which he theorized. In other words, he wrote it according to necessity after 20 years. So, practice first and then theorize. Technically, the first book is for laypeople and the second is for pastors.

However, the pastor must look at the first and second book to lead this ministry. Pastor Melvin said that each book is beneficial alone, like two paintings on the wall, but there is synergy when looking at the two books together.

As I was working in the ministry for Korea, I am writing a second column

now on the Newspaper because I think I have gained more confidence as the two books were complemented, and the practical and theoretical aspects were clearly explored.

As soon as the LPM Korea Institute started in the 2000s, the Christian Newspaper contacted me and sent a reporter saying they would interview us about our ministry. For two years, I wrote on the Newspaper theoretical aspect of the laity ministry itself throughout the country. At that time, through a two-year column, our ministry was known throughout the country, which greatly helped in the development and spread of the ministry. In addition, the newspaper reporter was a part-time student, a student at Yonsei University, and served as a staff member at our Institute for several years. I am even more grateful that he was doing well in our ministry, and moved to the States for studying and now became the senior pastor at wonderful New York.

Now, more than 20 years later, I am writing another column in the current Christian Daily Newspaper. I only wrote theoretically at that time, but now that I am writing in the ministry after 20 years, I write a column about practice. In other words, the theory first came to practice. In other words, I think it has gone through the stages of practice, theory, and practice. Practice is necessary, and theory is also necessary for any ministry. Pastor Melvin practiced first and then theorized based on it. Conversely, I practiced the theory first and then the practice. In any way, I can't say that this was better than that. It may be ordered according to the situation or according to the person's preference. What is clear, however, is that the two things, theory and practice, must be firmly established.

It is true that pastors prefer practice first, then move to theory because they are busy with the ministry itself. And that is something everyone agrees with. However, the problem is that if the theory is not supported, it is difficult to have confidence in the ministry, and in that case, it is easy to shorten the ministry. From my personal experience, 80% of practice and 20% of theory would be good for lay people. However, the opposite may be true for a pastor. Since it is the lay people who actually do the ministry, we should put weight on practice. However, it is only when the theory is established that directs the ministry, it can be explained, and the legitimacy of the ministry can be emphasized.◆

## **Two forms of repetition**

It's true that you have to repeat it to master anything. But some things you just have to repeat the same thing. For example, if you listen to an English sentence hundreds of times, you just memorize it. This is something you've done a lot when you were young. It's a simple form of memorizing, remembering. The other is to repeat it hundreds of times like spinning a wheel and making a circle because there are several themes when you work in a ministry. The image is of spinning a wheel by hand.

For example, let's say you spin a heavy metal wheel. At first, it's hard. But if you keep spinning it three or four times, it's hard for us to turn it by hand, and eventually it's hard to hold your hand as it automatically turns at a speed of 6-70 km/h, and from then on, it continues to rotate with so-called elasticity. It makes sense enough and must be true.

For example, according to Stanford University professor Jim Collins, several ministries should be implemented repeatedly. First of all, they suggested the best leadership, interest in people, promotion regardless of reality, focus on one goal, continuous training, and technology utilization.

I applied this principle while establishing Melvin University. In the first, I turned the wheel of establishing Melvin University three or four times by myself, but soon after several people joined and turned it together, and at some point, as if it were an automatic turn, I arrived at the end of the school without difficulty. How important repetition is, and when the circle of repetition continues to be turned, energy is generated and the elasticity of the wheel is used to achieve the desired goal. The word momentum is created when many moments are gathered, so if you continue without stopping, energy is accumulated.

For example, it is important to continuously repeat several keywords, several major strategies, or several major values in any ministry. While mastery is not achieved, not only energy accumulation and know-how development, but also resilience are increasingly attached, so that you can achieve small things at first and then do bigger things in that way.

In my personal experience, leadership, vision, focus and concentration, data development, new knowledge acquisition, etc. will be the main factors. If you keep doing this, you will eventually become a big energy and overcome your limitations if you continue with the image of turning a big wheel.

Our task is whether to complete the training in the local church in a straight line to receive and finish the course, or to release energy and create synergy

when the time comes, reminiscent of the image of spinning the training content and process.

Long-term ministry will require a large wheel that includes several, and short-term ministry will require a wheel that is concentrated in three or four. Small ministries will include several elements and fewer people will be mobilized, but this wheel image will be the same.

Repeating the same thing in a wheel image is an absolute necessity of a leader's good leadership. Non-leaders may first wonder "What's wrong with him?" but after some time, they eventually understand why. Perhaps the responsibility for success lies with the leader.◆

### **Don't let your left hand know what your right hand is doing**

This means to be quiet and not to brag when you do good deeds. I remember two things. One was Rev. Melvin helping an African student. It was almost 20 years ago, but I recently heard about it. About 20 years ago, Rev. Melvin helped an African student to graduate from Daystar University in Kenya. The student was moved when he found Melvin's first book in the seminary library and read it, and contacted Melvin to start communicating. So, he opened a Institute of Lay Pastors Ministry in Kenya, and has done the ministry nationally, and eventually Melvin University was born because the student donated 6 hectare of land handed down by his father. He is currently Pastor John Orgilla, the vice president of Melvin University. If it were not for Melvin, who is an American, African youngster would never have been a regular university student also he would have graduated from university.

However, I was completely unaware of this story. Even though I have been working with Melvin for nearly 20 years, he never told me that he was helping students in Africa. I heard that after Melvin passed away John Ogillah, now the vice president, told me how Dr. Melvin helped him. In fact, when I was working in Korea, the staff at our Institute and I complained about Melvin a lot. He didn't even help us with a single penny because we were so close to each other. Thinking about it now, he couldn't help. It would have been difficult to help our Korean ministry because all of the African Ogillah couple and their children were put into the university's family dormitory and helped them for 4-5 years. I guess more than 1 million dollars he had invested for Ogillah study. Nevertheless, he didn't say that he couldn't help because he helped foreigners. I met him several times in person, but he didn't tell me. Now, it became a

practical lesson that the left hand should not know what the right hand is doing.

The other is Grandmother Connie. When I was attending a seminary in Canada, I had to take Clinical Pastoral Education (CPE), but there was no suitable place to practice in Toronto, so I was assigned to practice at a Mentally Retained People Center in Woodstock, which is about a few hours away. Fortunately, my advisor, Dr. Muriel, was a person who had been working as a missionary in India for more than 10 years, so she understood Asians like me well. I was not good at English, and my culture was very different between Canada and Korea, so she played a good role as a bridge. At that time, the remaining six were all Canadians, who came from good universities, and they had more experience than me.

Since it was too far from Toronto, commuting every day was difficult, so I had to find a room to stay and work during the day and return home to Toronto on the weekend. So, Dr. Muriel introduced me to a detached house, saying that it was her friend, and I lived on the second floor for a few months. Grandmother Carney, the landlord, was an office worker at a general hospital for almost 30 years. Every morning, she went to work at the hospital, and I went to the Retarded center to practice for six months. When I moved into the house, I made an appointment to pay \$250 a month. I was a student, so I thought they gave me a good deal.

However, when I was about to leave for Toronto with a bag after six months of training, Grandma Connie asked me to sit in the living room chair and offered an envelope. She saved the rent fee and said "I had your payment without using it, but now I told you to take it with you, saying I would return it." I was a little embarrassed and it was my first time experiencing it. However, I couldn't help but get it because she had saved it. At the time, I was living in Toronto as a student and with my family, so the \$1,500 in the envelope was a lot of money.

When I think about those happening now, I think again that it is embarrassing for me to think about Dr. Melvin and Grandmother Carney's thoughts. I definitely appreciate them.◆

### **Fox and hedgehog**

I have read the essay "The Hedgehog and the Fox" by philosopher Isaiah Berlin. Of course, it was said to have taken the idea from Tolstoy's view of history. Berlin mentioned in the essay that there are two kinds of people in the world. I

think he has researched many successful people and failures in the world. He finally concluded that those who focused on the only ONE thing succeeded more than those who tried to do many things and knew many things.

He illustrated a Fox and Hedgehog, which are fighting each other. In the end, hedgehog won that game at the battle, because hedgehog knows only one important thing, which is how to attack the fox, and when to attack he gets every energy at one point, one moment, so finally defeats 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, energy they make. 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.

This reminds me of Dr. Melvin and his ministry, LPMI USA, and for all over the world. I am sure he knew this concept or not, but he did one thing, that is "to equip lay people for caring for each other" from the scripture Ephesians 4:11-12, John 21:15-17, and I Peter 5:1-4. He once said there are many things to do in the Church of America, but he had chosen this one thing.

Of course, it depends on the person or situations, but generally to do one big thing is much better than to do many things at one time. And historically, Berlin had listed such as Plato, Dante, Pascal, Hegel and Frost.

In today's case, as there's a saying "to dig a single well," sometimes when we see people doing only one thing for many days, many years, but still no fruit, no product, then we may blame them why you still stuck at there, and we accuse them of, "Why is he still there?" And they say, "I don't think that's your job."

But I think it is a temptation for all of us. This is of course my personal opinion, but we cannot do many things in a given life. No, it's not all achievable. I think it's wiser to focus on one thing, or two things you can do best in your life.

The father of Management, Peter Drucker, also said very few people can do three things well, or even two things well, but most people can only do one thing really well.◆

### **Giving and Receiving**

I read a book titled, "Give and Take" (Adam Grant, 2013). First, the title caught my attention. I haven't read it in detail due to time, but seeing that the subtitle

is attached to A Revolutionary Approach to Success, giving it first seems to be directly related to success. If we give it first to succeed, it seems to be less justifiable, and it means that we will return as much as we give it. What does it mean to give first? It can be said that we do it to receive it. There is something called PUMACY in Korean, which has the concept of give and take.

I recently started to help a professor at our school who wanted to do a Ph.D. Our school is still done not have those programs. Fortunately, he was accepted because I wrote a letter of recommendation for him to enter a university in the United States. A long three-year journey has begun. It was not easy to help him up to three weeks of homework. I think it's harder than when I got my own Ph.D. a long time ago. Still, I said I would help, so I will keep my promise. I think this is also a kind of giving. I thought to myself what I would get when I said I would get it if I gave it.

Margaret Clark, a psychology professor at Yale University, said that most people are more likely to give in marriage or friendship, that is, the closer they are in a relationship. But in the workplace, giving and receiving is more complicated. In the meantime, from the perspective of experts, it is extremely rare to be in the stage of giving and receiving smoothly, he said, adding that this is the different style. In other words, when giving and receiving are equally matched (matchers) do so. In other words, the theory is that when helping others, people protect themselves while pursuing "interrelationships." ("Personality and Social Psychology Bulletin," 1993, pp. 685.)

Of course, I personally don't necessarily have this matching theory to help him now, but I think it makes sense. Because I found that it was enough for me and that there was a reward. I summarized what benefits I have.

First, it is true that my grammatical efficiency of English is improving. I went to middle and high school in the countryside, and moreover, I went to a business high school, so studying English is less emphasized in the school itself, so English grammar is too weak, so I have been thinking about it for decades. It's a little better, but the foundation was so weak. However, the problem is being supplemented by helping with his degree study in this time. Second, I am indirectly learning those schools' own operating system of American universities. In the past, when I entered for my Ph.D. and studied, I had no time to pay attention to management of those universities, and moreover, I am learning a lot this time.

Also, I am grateful that I am becoming the person who needs me while helping others study their degrees, and I think it is also a matter of gratitude

that what I have fills and solves the other person's needs. The other person I help has what I don't have, but he is a person who will contribute greatly to the development of our university. As we fill each other's needs, the logic of "give and take" naturally establishes. Even if he doesn't give me anything directly, he will work harder on the public interest of university development, so it is expected that he will play a role more than material help to me in the future.

Through this experience, I also ask myself the question, "How much have I been helping others so far?" Of course, it is true that I helped many churches through the Parachute Institute, and also tried to make Melvin University present. However, on the other hand, it was also an opportunity to realize that something that was lacking was true.◆

### **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.



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.◆

### **Manipulation or Motivation**

This is a rather sensitive issue. But let me think of it as a general approach.

We have to be careful about the difference between motivation and manipulation. Both make people move, but manipulation is not good for long-term ministry. We may use it from time to time, but we must be very careful in that case. Sometimes it is too much, but it is easy to cause misunderstanding from the others. We had better avoid such an approach as much as possible. And we also need to learn more about various ways to motivate people. This is because all ministry starts with motivation and requires continuous motivation.

It's a very necessary feeling that I'm "contributing to good things," but when I feel "being used" by the other person's words or coercion, I think it's a little weird. Modern people are very sensitive in this respect and feel faster than before. In particular, they want to know if they are motivated or manipulated in the first place.

Sometimes we have to move people. In that case, even though you know that it includes a feeling of manipulation rather than motivation, there is also a

temptation to approach. We can take a horse to the water, but it's his own decision whether to drink water or not. It can be seen as 'manipulation' to force people to drink water unpleasantly. If we use this too often, it becomes uncomfortable to continue to socialize. In the meantime, if we seem to do it often, we often feel that we have to quit a little while being hurt. After all, We have to be careful of ourselves, and we also have to pay attention to the people who treat me as well. It seems unwise and wasteful to have to spend time and energy on these unnecessary conflicts while doing good things.

What is the boundary between motivation and manipulation? How do we tell it apart? Motivation is a pure-dimensional approach, while manipulation can be seen as a psychological and technical aspect of artificially moving people. Motivation is what we do for a given goal with the other person, and manipulation is using the other person for our own benefit. Motivation includes care and consideration. Perhaps altruism other-centered is fundamentally underlying. It results in maximizing the other person's potential.

When serving as a team or when two people become involved, there are two necessary factors known. One must be individual development, and the other must be meeting goals. There will have to be care and encouragement in the first, and there will have to be motivation. There is no need for manipulation to go in there. In my case, I have never been in a relationship with Rev. Melvin for more than 30 years and he manipulated me. When I think about it now, there was mainly 'consideration and encouragement for me'. It is remembered that there were various aspects of motivation after all. Nevertheless, I grew up and achieved the given goal.

Professor Jim Collins of Stanford University also said that in order to achieve the group's goals, people who are prepared should be taken on the bus. The words do not mean manipulation. In the end, it means that we should go together with encouragement and consideration. I think people who are prepared mean people who are self-disciplined. In this day and age when everyone is mature, all our leaders need to do is to give direction and motivate.

I think all ministries should start with motivation, proceed with motivation, and be completed with motivation. Of course, there are difficulties in the process, but if the manipulation permeates it, we will regret that we have worked hard and tried so far. This is because everything has been achieved, but it did not end with a pleasant heart.

### **The perfect? or the right direction?**

Dr. Melvin once talked about this, and in fact we humans cannot be perfect. And he said that if we're going in the Right Direction, that's fine.

We tend to be "perfect" to do something. Of course, sometimes we can do it perfectly, and it could be the best. But I agree that we shouldn't think that way too much. Because we couldn't be perfect in the ministry.

And if we focus on perfection, we may not be able to achieve it, just as we would like to have a perfect speaking in English. Most of the time, we learn spoken English, and we have that experience.

I had a friend who majored in English in the seminary, and he always tried to perfect English grammar. So whenever he talks to a foreigner, he always and only thinks about perfect grammar. There is one funny story. You may not believe this. But it is nonfiction. My friend had a chance to talk with an American who stood in front of him. My friend was thinking too much about grammar, so the American waited for his speech, but still my friend was murmuring grammar, then the foreigner was run away. Do you think it's an exaggeration? No, It's true.

Once we try to do something, we tend to think we have to do it perfectly, but if we think that way too much, we can't move forward. That's why it seems unwise to focus on the idea of "doing it perfectly." Because of the limitations of human beings, it cannot be done perfectly at once.

When we look at books about leadership, most of them don't talk about perfection in trying something, but they often say, "Just try it."

You remember Nike's Slogan, "Just do it."

To startup, something must be decided by personally. In this case, except for two or three key members, almost all are skeptical or opposed. In my case, it was. People around me were almost skeptical when I started University in Kenya. Opposition, but expression, was skeptical and pessimistic. If I have hesitated at the time, the project could not have been accomplished at all,

We'd much better get started. This is because we have to start to proceed. After we started, we couldn't stop. It becomes an unstoppable situation. And once we started, we felt the urge to keep going, and we kept on going. In fact, not only myself, but also people around me now encouraged me to continue the project. In doing so, an unstoppable amount of energy was accumulated and applied. The so-called Momentum has gained.

And I found that there was no need to worry too much about the speed of progress. There are also short and long distances in running races! Sometimes

like a sprinter, sometimes like a marathoner, or sometimes a little slow. However, it is important to proceed continually.

In the end, how important it is to get started up rather than to get fully and perfectly prepared! And if we keep going in that direction, we'll get there, even if we go a little slower. That is how our Melvin University was completed. This is because the DIRECTION was correct, not the pursuit of perfection.◆

### **Relationship between Vision and Culture**

Vision is important. And mostly the vision starts with one person, but it's done through an organization or Institution. However, depending on the culture of such an organization or institution, the vision may end easily, or be difficult, or even end without achieving it.

VISION is about goals, strategies, achievements, etc., but I think 'CULTURE' is about people. In other words, culture can be seen as something that people in the organization feel.

Then, the culture within the organization can be considered from the worst to the best. So let's assume that the worst is -5 and the best is +5. The worst culture, -5, is a sign of ruin, the best culture, and I think it is hopeful that +5 is going well.

According to one study, there are five cultures in any organization: negatively [2%] are always against; [25%] are discouraged and victimized but have no power to change the mood; [50%] is stagnant, but can be improved by one's own efforts; and positively, [22%] is productive, and finally, only [2%] impresses others, shares energy, and creatively solves seemingly impossible things.

So let's talk of bad culture first. [Bad culture] is the current internally bad culture due to distrust, competition, and conflict, and it can be seen as the first two above.

The other is a culture that checks people coming in from outside and is difficult to accept. New employees, new members, are difficult from those who tend to be shown. "We already have our own culture, so you have to adjust here, or leave." In other words, they do not want to break their own vested interests that already exist.

[Good culture] is seen as understanding, acceptance, and trust, which will be the second half of the above statistics. Acceptance is the recognition and acceptance of diversity. It's as if the choir makes four different sounds, but they do it together to make harmony!

Anyway, the role of a leader is important in determining the culture within the organization, so we have to think of it a lot. This is serious because leaders often ruin culture. I remember reading the book, "Leaders Eat Last" a long time ago, and I think the title itself is meaningful. If a leader always tries to eat first at any time, the culture of the organization will have obvious consequences.

Culture is first felt in the mind, but when it begins to be expressed in words, a negative atmosphere is created, and eventually negative things come up to the surface, and the problem begins. In this case, the culture of the organization may eventually raise doubts about the vision it had in the first place, and further distrust of leadership. Only distrust, hurt, discouragement, and regret remain.

In the end, depending on what culture it is, it is determined whether it will be effective or destructive in the reality of the vision. Whatever ministry, financial support is a large part, but it is often seen that the culture of the members and their organizations who perform the ministry occupies a greater proportion than money, or money itself.◆

### **Two kinds of Motivations**

Dr. Melvin wrote a short essay titled Motivation. Of course, the essay was about "internal motivation and external motivation." It's close to motivation in the beginning stage, but was useful for me to get some idea of where the Motivation came from.

What I've been thinking about since my ministry in Korea has been about motivation, and it's become clear that there are two motivations: whatever ministry it is, we need strong motivation to "startup" in the beginning stage, and another is the motivation to "keep up going" the ministry.

Of course, there are many books on motivation and theories about it. The one is Dr. Daniel Pink's book DRIVE, which is written about three levels of motivation: the primitive age, and before post-modern, and after it; the first is carrot and stick, and the next is ownership, and now autonomy.

All of those books and materials helped me to understand my own motivations. But these theories and books didn't solve my curiosity, and the motivation which is "to start" now, and the motivation "after" that, were completely different, so these basic theories and materials shouldn't work.

Since most of the resources focus on the motivation needed only for the "beginning stage," it is a necessary process for those who are starting something, and for students who are just learning leadership at school, so these books are very popular and selling well. Almost all of them introduce their books as must-read books, as textbooks. As a result, most leaders stop at this stage, are satisfied, and conclude that "I've done my job."

But what I'm interested in here is the question of "what happens to the motivated people at the beginning after that?" So, most pastors are embarrassed at this stage, thinking about whether to continue or stop. Since the lay people can't wait long, if pastors don't get an answer within two or three weeks, the credibility of leadership slowly begins to weaken, saying, "Now our pastors are quitting again." This phenomenon is usually evident four to five months after starting ministry. From here, different leadership should be exercised, but it cannot be done in the way it has been done so far, so they began to worry.

While the pastor is agonizing, it is inevitable that the lay people will soon quit their ministry. They used to ask, "what's next?" And if they stay in this ministry, they realize that they can't grow. Because they no longer feel the need to stay in the ministry. So many ministry workers stop at this stage and close the door because they don't solve these problems.

So, motivation to continue like this, especially in long-term ministry, is an inevitable task. Leaders have to learn many ways. Fortunately, I overcame this problem by solving it. First, I started to read many books about it and learned how to endure and to solve these times.

When I saw our staff growing up in the ministry, I also felt a challenge, and I recognized that I had to grow up as well, and at the same time, I had no choice but to find an exit. So I slowly overcame it by looking for ideas from many books and advice from my mentor, Rev. Melvin.

At this point, we leaders need quite technical leadership. Only textbooks and theoretical basic leadership cannot overcome this stage. Such leadership has long been mastered and obsolete. At this stage, different materials, different approaches, and different leadership are needed.

People who follow us as they watch us want to check our thoughts, directions, and minds from time to time. In particular, where we "want to go" and "where we are headed" are an absolute factor that gives them a sense of certainty.◆

## Two fears

Fear is bound to arise when we try to start a ministry or project. In other words, we might say I'm worried. It's going to come from two cases, and one is, "What if I fail?" i.e. fear of failure (side of failure). The more people who have failed, the more likely they will feel that way. Another fear is, "What will happen if I miss this opportunity? (side of regret)" That is, what to do with a given opportunity.

However, the former cannot start ("worried about failure"). Most of the people are belonging to this category, don't they? However, those who think of it as an opportunity have become stronger in the idea that they don't want to, or "shouldn't miss it," and those people start. [Worrying about failure versus worrying about missing], two things. The choice is of course up to you.

If you miss it and will regret it for the rest of your life, you are responsible for it by accepting it as an opportunity, even if it is difficult. Timing is everything, as Peter Drucker said. In other words, everything is timing.

There are three chances in life, and it is true that one of them is a decisive opportunity. I often talked about this with the chairman of Melvin University. I know it's incredibly hard to build and to get University going. But the Chairman was grateful for this opportunity. I think it's too much. It's not only 100 percent commitment, but it's almost hundreds of times commitment. But it seemed to think of it as the last chance given to his life. So Melvin University started two years ago and is getting better little by little as it continues. This is entirely due to our Chairman. In particular, he said that he was grateful because he met many people through the position.

No pain, no gain, no crown is a bit boring, but it is true. I appreciate the opportunity given, but it takes a lot of blood and sweat to achieve it. Maybe people can't because they're afraid of this. So I recently became aware of the proposition that "glory goes with pain" always. The greater glory is that it must go with greater pain.

Some people don't even want to take the slightest risk. I think it's probably because they're afraid of what they will do if they fail. The fear that if it doesn't work out, they'll only lose money!

It seems to be a matter of choice after all. Will you give up and regret it for the rest of your life? Or will you give it another try? Don't we know that it's true that failure is a truck's book, and success is only one book of 200 pages? If we are seized with fear of failure, we will not be able to act.

Is it fear of failure? Is it a fear of missing a given opportunity? Personally, I think it was definitely the latter. Opportunity doesn't come too often just like for me to make Melvin University, so don't miss it. And I firmly engrave the slogan "Timing is the most important" as our own, and we promise to hold on to it whenever we have a chance in the future.◆

### **How does water reach its destination?**

As we know, anyway, the water finally reaches its final destination. If there is a rock, avoid it. Why? To arrive at the final destination. Likewise, when we choose something important, it is meant to guide us. And it flows like water and moves smoothly.

How can the water reach its final spot, sometimes a huge ocean? In fact, I think there are two important concepts for water flow smoothly: "Avoidance and Acceptance." Two words. Avoidance and Acceptance.

What does 'avoidance' mean here? This means that it is better to avoid things that are not very important in our progress and that there is a possibility of discord. It is necessary to block what is not necessary to move forward more smoothly and effectively in the future.

In other words, if we have everything in our minds, if we accept everyone's thoughts, all opinions, we cannot proceed as planned. Because they make us distracted and waste our energy by making our attention unnecessary. So we'd better avoid those things wisely. It's an inevitable phenomenon, but the reality these days is too much to distract us.

And what does it mean to 'accept?' We need to accept things that do not impede progress. Of course, it can't be helped that there are many different ideas and different opinions. But we don't have to fight those people. There is no need to spend our precious energy on such an argument. So we have to flow as smoothly as water, accepting what they don't really try to hurt and to prevent us. As if the water flows, branches and dried leaves are just passing through. And we accept that we don't have to say no. In other words, even if it is continuous, it should be done wisely. There are leaders who are too sensitive to small things, and furthermore, they expand themselves to create obstacles to progress, which I think is unwise.

As we know, the water flows and finally reaches its final destination. Avoid rocks in the process, and just go through what they can.



Likewise, once you start your ministry, it should flow like water, but what about causing a lot of disruption! Principle: Avoid obstructing your progress. That is how resistance is reduced to a minimum. There are only two choices ahead of us: Avoidance or Acceptance.

The same was true of the establishment of Melvin University. The necessary finances did not matter. On the other hand, our minds, the little things around us, and the problems of our personal lives have made it difficult to proceed. That's why we have to let it flow like water. Then such resistance will be diminished, and it can be easily passed by any obstruction, opposition, or even resistance from our university colleagues. Finally, our visions are to come true.◆

### **Theory and 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.◆

### **The sooner the decision is the better**

Why? The reason may be simple. After making a decision, it can take tens of hours, months, or more, or a lot of energy, so it's not wise to spend too much time and energy deciding.

Usually, the problem is not in the decision, but after the decision, which means it comes from a failure to practice. That doesn't mean you shouldn't think at all when you make a decision. If you look at books written by veteran experts, you will find they are very assertive about this. The decision is to be quick. Of course, it is not good to decide to do dozens of things.

People who don't make a good decision and spend too much time thinking about whether to do this or that are indecisive. Even so, anyway, a decision must be made. Once the direction is set, and then people around you like to see it.

I don't think it matters much whether your decision is right or wrong. The decision you prayed for and thought about is correct. You don't have to worry too much about what others think. However, using too much time and energy to pay attention is a waste. All decisions are considered correct unless they are robbery.

If that is the case, we can proceed. There is no need to reflect on the decision after it has been made. It is wise to just proceed. You don't need to ask anyone about the validity or future possibilities of your decision. On the contrary, it only hinders your progress. You just have to work hard to proceed. A newspaper reporter once asked Rev. Robert Schuller how he was so good at ministry, and he said simply, "I just worked hard."

Decisions are an instant, but its progress takes years, and there will be a lot of time, and also trial and error to make into reality. But all comes after its decision. Of course, it happens after a decision, so it's not a problem.

As there is a saying that a good beginning is half done, it can be said that making a decision has already been achieved to some extent. This is because decisions are directly linked to execution. After making a decision, people around you not only look forward to and wait, but also start thinking about how to help you. You can take the first step of action after making a decision.

I am saying that it is more important to act, practice and proceed. The decision is just in the starting stage, so don't hesitate too much there.◆

### **DWYS.YWD**

Dr. Melvin wrote this word, DWYSYWD, many years ago at one of Network News, LPMI USA. It was fascinating to me then and still reminds me of it always. It means, "Do What You Said You Will Do." You've got it?

Of course, even though I saw this word and its concept many years ago, it is still vivid and trying to apply it to my life. I always remember these seven letters to make them easier to memorize. I still find it is very beneficial to me. The promise we said is to keep. There are often cases where promises are overstated unconditionally, and group leaders in small groups in the church are considered to be careful of this.

Actually, this phrase is very inevitable in pastoral care in any situation, and what they promised should be kept. I found that there are several characteristics of people's failure to keep their promises. 1) It is a case that some people have become accustomed to not keeping their promises. These people do it more often than others, but they may do it unconsciously. 2) Some people are very busy and don't take appointments seriously. 3) Some people use one excuse or another too often, like lip service.

It is important to keep your word, but it is often easy to neglect. It's a big mistake. If we can't keep them on time, or if we can't keep their promise, we should be informed in advance. For example, if you say, "See you next time," wouldn't the other person wait? That's why Rev. Melvin emphasized this in the P.A.C.E. ministry Training Manual as well. This is an important factor in the 'qualities' of caregivers, so it can't be the problem that might be solved by lip service.

This is actually directly related to trust. If we don't keep our time

commitments, it will hurt our credibility, which is very basic in starting and continuing with each other's relationships, so they may not trust us from the beginning.

I have an experience myself: I was supposed to meet someone the other day, but he said he would come soon, so I waited on the street for hours at night. I'm sure he knows I'm waiting, but he called me a few hours later and said went straight home for one reason or another. It was the call to me when he arrived home already. Listen! I understand his situation, but I'm very unpleasant and angry. I thought about how nice it would be if he called me in advance. Of course, it is true from a third person later, and it was his habit. His credibility is flawed.

And the other is that we may often make mistakes, saying "I'll pray for you!" too easily, too often. As believers, we often say this consciously and unconsciously, but how much do they believe that we really pray for them? Of course, we mostly pray for them, but if we don't actually pray for them as we say, it's futile and just ends in 'lip service'. I mean, we should definitely use these even little things consciously.

In conclusion, there is something I realized that although we make promises to people, in fact it means we also made promises to God. He knows what we say, what we do, what we don't do. Let's remember that it's also a promise to God as well. We shouldn't promise anything too easily. We will jump into uncomfortable situations in the very near future.◆

### **Experience of failure in the early years**

I found that there are two categories of leadership books. One is how successful people [in business] succeeded in the business world! The other is books about [self-help], written by people who have overcome difficulties and failures in their early personal lives. These second illustrations caught my attention more than the first. As you know, the former are successful people in the successful business world, and they are on the list such as 100 people in the FORTUNE magazine. For example, Steve Jobs, Bill Gate, and many others.

I found that the former are books about how to lead the entire organization, business, and then the latter are about the growth of individual leaders. By the way, I have discovered one peculiar thing in later books of leadership. It is that people who failed in their childhood or youth wrote wonderful books. Not everyone has, but most have had failed experiences.

There have been various kinds of failures. For instance, there used to be people who had experienced homelessness; and people who had experienced rough work by the pier. In the meantime, some of those people would visit the community library during their breaks, and read biographies of the world's famous people there. And they were inspired by them, how they restored, how they succeeded. Then, they not only succeeded, but also wrote many books about 'self-development' in the light of their dark past experiences. So I enjoyed reading such books. Because those books about self-improvement are really helpful for ourselves. I think we may grow through these books. It is important to grow on your own. I'm not talking about making a lot of money, or getting richer in the world. Of course there are many illustrations of how they became rich in the world as well.

In the other words, failure becomes a valuable medicine in their youth. Definitely, there is no need to invite failures purposely, but I think the more important thing is how we act and cope with such things when it comes. The former books - successful people in business - teach us the knowledge and skills of success, but the latter books impress us on how to act and to be proper. The former shows how to make money, while the latter shows how to live wisely. So I think we can once again restore ourselves through these books called 'self-improvement.'

Do we need to put the name to those who failed in their youth as 'failures?' Even though there is a saying that "sprout leaves are recognized from an early age," I think there are many different cases. There are cases where they are born as a genius, and then become normal; or they are born as normal, but they do big things later; and some people discover that they get smart late.

Probably, you were not making some failures yet. But if, if you make those failures, you need encouragement from those who overcame them! They've had enough painful experiences, and they were trying to recover again and again.

You might think enough, and you will find solutions in the near future. Dr. Melvin once said, if we fail it's just a lack of experience in life, so I think you'll be solved over time. ◆