



Lay Pastors Ministry with PACE

Lay Pastors Ministry is the system of congregational care by lay people which is founded by the late Dr. Melvin in 1978

Motivation

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

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

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

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

Extrinsic and Intrinsic Motivation. For instance, once our staff



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

present there and listen, because they know it, and also they know how to do it.

I think today's congregation is also different from yesterday. They need motivation which is more upgrading where they could grow up, if they do not feel they are grown they couldn't survive there and also no longer be interested in the one ministry. We couldn't say don't do that because that is the nature of human beings. So we have to accept them, because that is their basic natural process. The matter is upon us, leaders.

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

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

(Pictures of the Lay Pastors Ministry)



Ownership and motivation



I found those motivations are really related to ownership. When they have ownership of some ministry, they are fully motivated and committed. Of course, we

have to be careful about motivation and manipulation. Both make people move, but manipulation is not good for longer ministry. We can use it sometimes, but have to be very careful to use it, because it makes misunderstanding easy, we would better not use that approach, however we need to learn how to motivate people enough, because every ministry starts from motivation.

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

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

How I, Byeong, got ownership of this ministry? In 1995, I was teaching at my home seminary (SungKyun University) and was asked to teach pastoral care. Because of my training in Clinical Pastoral Education (CPE) in Canada. But I could not find an English book on pastoral care easily, so I expanded my search to include other schools. Finally, I

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

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

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

I talked to my colleagues (laity and pastors) about the Lay Pastors Ministry vision. I had four laypeople and we have started LPM in Korea. My leadership group members bought into the vision of Lay Pastors Ministry Institute Korea, and together we have it in the beginning. The first job we have to do is to issue ONE page of a monthly newsletter, just as the suggestion of Dr. Steinborn.

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

(Pictures of the Lay Pastors Ministry)



Change/paradigm shift

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

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

Doing it ourselves up to now, but from now we are equipping them, no more doing it ourselves. We call it

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

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



One thing - fox and hedgehog



There are two kinds of people in the world, Philosopher Isaiah Berlin has written the book, kind of essay, "Fox and Hedgehog," he mentioned there the above concept. I

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

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

All of us know about Domino Theory, Domino Effect. What is it? If one object falls down to the other, it falls down by the effect of previous energy. After all, the sum of energy falls to the others in succession, which means one after another, and we couldn't imagine how much power they make and how much energy they could make it. It says to us that if we try one thing many days, many times, we can make it, and we can reach where we want to reach.

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

(Pictures of the Lay Pastors Ministry)



Monthly Columns

Diversity Required



Recently, I read the English book, "A Peacock in the Land of Penguins," that is about the difficulties of entering an existing organization, and finally the peacock left it. It seems to show the conflict between peacocks and penguins and the difficulty of adapting to new places and new organizations.

But I'm going to share with you some interesting things in the appendix of the book. The appendix presents 13 options, which are described as [strategy]. I think you can make a choice according to your own talents. In other words, there are several options for whether to stay or leave such an organization, or ministry, and you have to choose.

If you stay, it is suggested that you have the following options. Of course, it is true that any choice has its advantages/disadvantages.

BLUE BIRD STRATEGY: Always looking cheerful in difficult situations. It is a positive person in any situation.

MOCKING BIRD STRATEGY: To imitate what people around you do. It is a person who is easy to assimilate into the organization and adapts well.

SPARROW STRATEGY: Staying neutral and creating your own brand behind

the scenes. No one recognizes you by not showing off publicly. It's a good case for long-term work.

HUMMINGBIRD STRATEGY: To move fast and be efficient; to have immediate consequences.

CANARY STRATEGY: It looks colorful and attractive. They are always at the center, attractive and entertaining.

SWAN STRATEGY To earn respect with dignity by doing his job. It's that he always look confident.

VULTURE STRATEGY Showing off its own differences. It's about doing things that other people don't want to do.

OWL STRATEGY Being professional in a field. It is considered valuable and important.

HAWK STRATEGY, becomes a valuable person because he is good at building skills and strategies in new ministry.

DOVE STRATEGY, a peacemaker we know well, a mediator, a problem solver. This is an important role because there are bound to be conflicts and problems regardless of the organization.

EAGLE STRATEGY is playing a leadership role in bringing about changes to improve. It is a case of sacrificing oneself for a greater good.

PEACOCK STRATEGY: Bringing positive results with an excellent talent. But people around you may feel uncomfortable about this.

OSTRICH STRATEGY is a style that always hides something. It's good for the time being, but bad for the long term.

As you can see, there are various characteristics and it is clearly beneficial to any organization or ministry.

However, the other is the view of welcoming new members in terms of existing members. In the book above, it was true that the older penguins were uncomfortable with the new peacock's various things. Even if the feathers were too different, the philosophy of life was too different.

It is necessary for new people to come in regardless of the organization. Whether it's a church, an Institute, or a school, the same people gather to start, but over time, new members come in. You'd better take it as an opportunity.

Some of the 13 above are unfamiliar to me, but we at Melvin University also need such characters, employees, and professors. I think that's the only way to develop. Regardless of which organization it is, the existing members' ideas and strategies become mediocre after a few years. It is difficult to come up with a new strategy from the old member. After five to six years, it's all gone.

New wine in the new wineskin? Just as new wine is added to the new wineskin, I think it is necessary to have an open attitude for new people to come in and leadership to maximize their capabilities so that not only themselves but also their organization can benefit.●

Flesh Mob



BTB Style

BTB is an abbreviation for the name of a book. The original title is Beyond The Box. There are three types of this book: [in the box, out of the box, and beyond the box]. The future church should be the third BTB. It introduces three characteristics of BTB:

- 1) *From one person's leadership to group leadership;*
- 2) *from the core group to culture equipping;*
- 3) *from one church to several churches in one area;*
- 4) *influence through different regions;*
- 5) *in the concept of multiple rather than to add.*

Looking at this, I draw the similarity and future of our LPM Institute ministry:

- 1) First of all, LPM in Korea is of course group leadership. At the beginning of the ministry, Pastor Melvin's first advice was to "build a team." That was eight years ago, but it still sticks to it. Team leadership is our strength.
 - 2) From the core group to equipping culture, it is a little homework. In fact, team leadership tends to form core groups soon. However, it is the phenomenon of equipping that appears when we start school that there are signs that this is changing into a culture that has been broken down and provided. Schools are transforming into an atmosphere of distributing the energy of core groups, providing and training them. I think this is an extremely important issue.
 - 3) From one church concept to several churches in an area, this is understood to mean that churches in a certain area must be trained and networked together when necessary.
 - 4) It is an influence through various regions, but in our case, we also established branch heads in each region as a LPM Institute, but it seems that it is not having much influence (current situation). However, as the school is trying to proceed with three campus (Bundang, Bongcheon, and Jamsil), it is expected to have an influence on the surrounding area. Of course, this seems to be a future homework, too.
 - 5) Finally, we should go with the concept of multiple rather than add. It means various ministries and is understood to seek synergy. Synergy is because it is the concept of doubling ($1+1=4$ or more). Leadership does not have to work well in adding. However, multiple requires the height of leadership.
- These five are tasks given to future churches and pastors. There are also difficult aspects. However, if the future church is in this direction (emphasized by the author Bill Easum), it is a desirable attitude to accept and adapt as an inevitable phenomenon and to solve it through a head-on breakthrough.



Church Structure

What does the church structure have to do with the growth of the church? In the laity ministry, the structure of the church should be a structure in which the ministry is freely conducted and blossoms are essential. In other words, a structure suitable for ministry, not a structure for itself, must be created. However, in order for such a structure to be achieved, first, all saints must have the concept of a ministry, and second, they must have the character of a team rather than a committee.

This was particularly emphasized by Greg Oden, a professor at the Fuller Seminary, to the students of his PhD program.

There are several loopholes in explaining why the committee should be organized as a team: First of all, it is said that it does not maintain an equal level of commitment. In other words, the chairman, vice chairman, etc. Conflicts that arise in most organizations often arise in this position. In other words, it is because the top and bottom situations tend to divide people.

After that, the mission is not the focus, but the maintenance. In the past, all organizations were more interested in maintaining, so if they gathered, they decided on the membership fee. This is because the meeting must be maintained. As a result, the purpose of the gathering was often unclear.

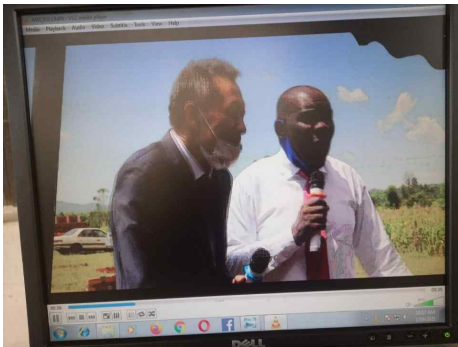
It also means that they become a supervisor and policy group, rather than a ministry and hand in hand with each other. A culture that can go in that direction should be formed if the meeting has a certain vision and direction. However, rather than taking direction, there are too many obstacles before going. It is necessary to follow the so-called policies and regulations.

It's not relationship-centered, it's work-centered. The problem with every phenomenon that happens right now is that it's too performance-centered, work-centered. So work is taking conflict with it. This is a real problem that should really be avoided.

Finally, there is a lack of heart for ministry. The concept of a committee is difficult to project burning passion for ministry.

In light of this, the church structure must be tailored to the ministry. Some people are trying to completely eliminate the structure and quickly turn it into a new structure, but that seems a little unreasonable. Death is the only thing that remains unchanged, but sudden change can also lead to death.

Theory and practice



There are two approaches in ministry: [theory] and [practice]. Theory first? Or the practice? Some people first hold the theory in their hands and then move to apply it to practice, but some people first practice it and establish the theory based on that practical experience.

There are some books, first of all, usually written experiences much. So might a little bit boring. Short-tempered man like me going beyond just reading experiences that are over 10 pages is a bit boring, too. Later, they move from that practice into theory. Some books are several established theory first, on the other hand, to then take hundreds of pages to explain it. A little bit hard to see this first, but simple and mediocre.

Most of the school suggests teaching and learning theory first. They are learning theory in the classroom and trying to apply them into the field. We can not say which one is a better than others. It depends on the given

situations.

Of course, we need both. When you look at Rev. Melvin's second book ("Lay Driven Church"), it says, "A theory without practice has no fruit, and a practice without theory has no direction." That makes sense.

There are many theories about the lay pastor ministry. In other words, Rev. Melvin first started as a practice and established the theory by developing various materials for 35 years, which led to the possibility of the establishment of Melvin University. The school was different from the church, so a confirmed theory was needed.

Such theories and materials are very practical and useful for the PACE ministry in the actual church. So LPM/PACE is a practice as well as a theory, which means that PACE is practical, and directly and reasonably utilized in our daily lives. So it contains both.

But there are times when we find ministry boring and not growing enough. If we continue to focus on practice at such times, it is difficult to know where we are now, and what we do. So we need to check and then need to change this and that. In this way, we discover [the theory] necessary for practice and find ourselves using it. In other words, we can apply these two while properly utilizing them.

A person who has mastered these two aspects - theory and practice - is called a 'practitioner.' In other words, it is a case of success not only in theory but also in practice. So we need both of these. It is to practice for a while, and then return to theory, and then check the theory for a while, and then return to practice. You can rely on such experts at first, but we soon become experts ourselves on those two areas. If that doesn't happen, we can't grow and neither success.

We also can get theoretical things from interpersonal relationships, books, experiences, and intellectual levels and from colleagues. And actually, we can get it intentionally and on a little emotional level.

I've been practicing for years, but I read books to reaffirm my leadership as much as I can, even now. There are many differences between the ministry as an Institute and university's management. It's to see how well I cope with reality - university management. This is because it helps me grow personally and develop administration and leadership.●



"Our motto is Via, Veritas, Vita – the Way, the Truth and the Life"