

**TEXTBOOK for THOSE**  
who want to be successful in the ministry

# ARE YOU LEADER ?

**WHY**  
**NOT *Getting Ministry* DONE**

12 INGREDIENTS FOR MAKING IT



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**ARE YOU LEADER?**

**12 INGREDIENTS FOR MAKING IT**  
*Getting Ministry Done*

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**ARE YOU LEADER?**

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This booklet is dedicated to the late Dr. Melvin J. Steinbron  
Founder of Lay Pastors Ministry Incorporated (LPMI) USA

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ByeongChea Seo (Ph.D)  
President of Melvin University

# Preface

For LAY PASTORS MINISTRY & DR. MELVIN J. STEINBRON

I better to introduce you about the late Dr. Melvin J. Steinbron (July 25, 1922 - June 25, 2017) first for your pre-understanding, because where I am now is entire of his helps.

I met him through his first book, *Can The Pastor Do It Alone?* Once I came back to Korea from Canada, my home seminary asked me to teach on the pastoral care, especially with an English book. So I was looking for English book on the pastoral care. I tried to get it from many bookstores in Korea, but could not find it. Then I was looking at web-sites of theological schools and found one professor of pastoral care in Seoul then I went that school, Asian Center for Theological Studies (ACTS), now it became university. So I met Professor Ruth Elsner. I could not remember her name's spelling exactly, because it was almost twenty-five years ago, in the year of 1995. Even she is not there anymore. I tried to meet the professor again afterward, but not there. Anyway she gave me the book, *Can The Pastor Do It Again?* (Copyright © 1987). Once we meet each other, and said to me "Korean church needs this book sooner or later." I found this is true much later. I assumed that she was teaching with this book for many years in Korea, so she understood what's the weak-points of Korean churches even they are grown up.

I had taught students with this book, and they gave me feedback surprisingly, "Korean churches need this book and this ministry, so please to translate the book right away into Korean language. We feel it's urgency of this concept for Korean churches." It was shocking to me, and some sense of God's calling toward me what to do the rest of my life in the future.

Then I contacted to Dr. Melvin, the author of the book to get permission to translate and also to copy English book itself. I had



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

While I was teaching with that book, I got feeling strongly and challenged for doing this ministry myself for churches in Korea, so I opened small Institute of LPM Korea at corner-room of one church where I was belong to, and I was working for this ministry as part-time because I was associated pastor so I have to work for church ministry as well, and soon later I jumped into full-time ministry because too much demanded from many local churches so I could not confined at one local church any more. I determined to do this ministry as my life-ministry. So I helped approximately 200 churches with this ministry for nearly 20 years. Almost I have copied what and how the LPMI UAS were doing, so started easily and moved smoothly and was successful in my view-point. You can look at more in details how I have done this ministry at my first book, Reflections of the Lay Pastors Ministry which is published in Kenya Africa in 2020.

As I work for this ministry, it happened naturally to meet foreign students those who came to Korea for theological studies so we have shared, studied one another of this ministry and trained them especially with PACE Equipping Manual which is developed by Dr. Melvin, and they agreed to its concept, philosophy, and training process so they invited me to visit their countries, and thus I traveled many countries, equip them (pastors and laity as well) with this ministry. Through that opportunities I used to accustomed at other countries, and finally I had helped to begun two Seminaries; one in Nagaland India in 2015, another one in Kenya Africa in

2017. Both seminaries are running okay and doing their own tasks what they have to be done. Especially Seminary in Kenya is now trying to shift it to university. I am also helping for this long-journey project. In some sense this book is written from experience of our co-working Ogilland & me for making Melvin's University, which is now completed and opened it. I hope once I finished this book, the university built completely and got Accreditation for the government of Kenya. That's my prayer request.

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

Anyway in the mean time, I have written two books in English. Of course I translated many English books into Korean and wrote a few Korean books before but writing English books are two, and third one is this book. The first book is Reflection on the Lay Pastors Ministry (Copyright © 2020) which I wrote about 20-years of my ministry. Kind of reflection what and how I have done. It is published 1,000 books in Kenya (donated to the library of LPM Theological Seminary Kenya). And the second book is The Daily Melvin (Copyright© 2021). I got clue for this book from the book, "The Daily Drucker" (published in 2004). The Father of management Peter Drucker wrote many books. So his colleagues and followers selected 365 valuable insights from those books, so compiled as one volume, The Daily Drucker. I followed this idea, so put it mine, *The Daily Melvin* –365 readings, about 440 pages.  
-Byeongchea

# Introduction

## KNOW THE REASONS WHY NOT GETTING DONE

I am writing this book which is focused on the Leadership. I want to write to challenge for leaders, especially for today's leaders. 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 PACE International Seminary (PIS) in Nagaland, 2015. he started the book with the questions, "why people are not successful of their plans." He wrote many things why, the reason. It also became my own questions since then. So I have learned from my ministry experiences, then to suggest in this book of twelve elements which is not to failure but for success, e.g., Getting It DONE completely. Of course these are my findings from resources and also with my field experiences: 20-years of Lay Pastors Ministry in Korea and helped to started, settled two seminaries (Nagaland and Kenya), and now to help opening PACE Bible College Uganda, shifting seminary to university in Kenya .

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

I will summarize here briefly what they are.

1) The Matter of Choice This is to decide what to do. My case was easy to decide because the ministry came to me in the one

morning, but other cases will be different. We have to decide ourselves what to do with prayer, and God will be give us what to do, then we have to getting that ministry done for God, for people.

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

3) Gain 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.

4) Stick at Final Destination      People are easily to forget where they are headed, where is the final spot to landing, so leader need to remind them always where is the Cannon land. Even God promised the spot to reach, people are wandering.

5) Communication      This is one of Dr. Melvin's specialties. He advised me to make monthly newsletter regularly once I formally started this ministry in 1999. That advice is still working all of my ministry, and three seminaries what I told them to follow it whenever I have chance to telling them.

6) In-flight Motivation      As you already know there are two kinds of motivations: To start up and to keep in going continually. Mostly people are saying only motivation to start up, that's why many books on leadership is written for the beginner not already matured ministry.

7) See Facts, but Progress continually      These two look paradoxical. Reality and facts are terrible, and then how we keep on going? Actually these two are not matched at all, by the way we can't discard any one of these. Sometimes facts are more important than dreaming. Know the facts, see the fact but also keep on going.

8) Level5 Leader      There are five levels of leader what Jim Collins pointed in his book Good to Great. (in page 20). He said the highest one is level 5, which implies both sides in a coin, "humility/professional". I will write more in details later.

9) Leading in Changing Times      Once we are doing ministry, or project we need to go through in difficult times, leading people and on top of that if we are staying at there, difficulty in the length of time, people and also ourselves are sick and tired to endure, persevere at that desert, we need to take them to the promised land safely. We call it Neutral Zone which it was really helpful for me with how to go through from this resource and more in details later.

10) Time to Jump Up      Dr. Melvin also dealt with this issue. We need to accumulate all of our energy and people's energy to jump up one more stair. I used this one once I was trying to start schools. I will write what it is and how to do that.

11) Sense of Urgency      John Kotter, the professor of Harvard, wrote the book Leading Change, and I got this insight, URGENCY from that book. I never heard this terminology before, and found it is really useful, so I used it many occasions.

12) Built to Last      This is the title of second book which is written by Jim Collins. He had helped the readers from this book that how they it keep 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.

As you see that these are not principles of successful ministry, rather these are elements what I found and used for my ministry journey. Hope you get help from reading this book.

Byeongchea Seo  
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# 1

## THE MATTER OF CHOICE

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

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

Actually this concept extracted from the book, *The Path of Least Resistance* (by Robert Fritz). Let's talk a bit more on the fundamental choice and then back to the our main topic Primary choice. Robert Fritz illustrated something interesting to the prominent people in the world. For instance, Pablo Picasso, Einstein, Eleanor Roosevelt, Marcel Proust, Eugene O'Neill, William Faulkner and Giacomo Puccini, so on. Those people were failed study, school in the early ages, so they are in trouble schools, so their teacher have negative about their future. But as we know each of these young grew up to become successful and prominent creators in the world. Why? There are many things Robert Fritz pointed the reason, but I can say one thing for sure is their parents taught them to be

honest, in my word integrity. So this fundamental choice is a foundation upon which Primary and Secondary choices rest (pp. 187-188). Is it makes a sense to you? I hope so. It was helpful to me personally so introduce it in this book.

Now we got how important it is to get fundamental choice. Then Let's shift this concept to our main issue that to decided ONE Thing for success in our ministry, called here Primary Choice. What is that mean we have to choice One Thing? We human beings are limited: time, energy, finance, and resources, so on. We can't many things with those limited resources, so decide One Thing is more wiser.

You might know the story of Fox and Hedgehog. One day they fought each other, and in the end Hedgehog won the game. Why? Fax know many things, but Hedgehog know only one big thing, so it concentrated every energy on to there, One Thing. Actually I read this story in the essay book, *The Hedgehog and the Fox: An Essay on Tolstoy's view of History* which is written by philosopher Isaiah Berlin (published in 1953).

According to his findings there are two kinds of people in the world: One is hedgehog style, e.g., try to do only one major thing in their life, another one looks like foxes, they know many things. So they try to do many things in their life, and in the end their life become mediocre. Of course this is my personal paraphrasing, but I am sure it makes a sense for us today.

Once I read this essay and talk about this at seminars, it reminds me of Dr. Melvin always. He chose one thing, Lay Pastors Ministry, so focused on there all of his energy and committed to getting it done. Finally he made it. He was only person to make this ministry in the United States of America and now into the all of the world. He selected one thing, focused on there, put every energy into there, so must be successful.

Yes, there are so many temptations to distract our attentions. What do we do, and it totally depends on our choice, our determination. Do you want to make many things but to be mediocre in the end?



or success to one thing in your life, e.g., you are only one person in that area in the world. It's up to you.

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

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

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

## **Least resistance**

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

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

## 2

# BEGINNING FROM THE END

**You might question, “why to start from the end?” My answer is: 1) If you start from the beginning stage, e.g., from No. 1, 2, 3 ...so on (to NO. 10), you can’t reach to No. 10, I mean very difficulties to get there, the finish line.**

Why, many people failed even they had strong determination because their energy is out at beginning stage, nearly around #3, 4. I believe you have already these experiences. That is why around 95% of people are not getting there. For instance, as you know people 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.

You know this proverbs, “Resolution good for three days,” We Koreans use this very much and also very often. Yes, only three days. Let’s put here #1, 2, 3, then you will be burn 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 our job.”

So the reasons all of these, I might say it’s more wiser to start from #10, “the final destination” in your hand, then you can 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 one 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.

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

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

## **Vision Shard**

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

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

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

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

## **Adaptation to any ministries**

This idiom, "beginning from the end," can be applied to every ministries, in every areas. Let's take a look how Jesus has accomplished the mission, "to evangelize the world." Did he begun from the end? Yes, he does. Of course he got the mission from

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

### 3

## GAIN MOMENTUM

**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 we lost energy once, 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.

If we want to success in our project, in our ministry, we have to

crazy of it. When I visited Nagaland many years ago, one lady who is a neighbor friend of Mr. Aloto told me Nagas are crazy of Korean Pop stars, BTS, and movie stars, talents, son on. Jim Collins says this in his book, Built to Last (pp. 115-139), "cult-like" which is concentrated in the given project. What's that means to us today? We have to crazy totally on the zeal of successful, If not we could not make it.

I went one church last Sunday, the pastor preached "zeal, passion then it contagious to the others in the church." Someone has to be crazed on that project or ministry then people get same zeal, passion because it permeated and contagious automatically, and also naturally. That's the people, human being. If we sleepy, they fall into sleep deeply. If we talk 100 percents, they will get only 40 percents, so if we talk 40%, they will get 10% or less, even the worst none, because they think it is not important, and trivial so become mediocre slowly, and die slowly in the end with consciously or unconsciously.

## **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, or 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 nicely. And our colleagues are good leverages to lift up together. Also our knowledge, our talents, etc., everything is possible to be leverages. Another aspects are encouragement, communication daily, report regularly, feedback positively, and name of a few, also can be helpful leverages.

## **Many leverages**

Once we decided 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 form 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 more 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 most biggest project can getting done finally.



## Water Flows

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

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

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

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

As we know, water flows and arrives at the end finally. Rocks there? Avoidance, Why? For getting to arrive at the final spot.

Once we are doing some ministry, we need to do like the water where there will be many hindrance, even though we have to flow like waters. How? The principle is: to get rid off which block our progressing, there we will to get the least resistance! Yes, there are many resistance, and people get disappointed in this courses so absolutely we have to get rid off, or avoidance. Only two options

are in front of us: Getting rid off or Avoidance.

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

## **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 lets talk more in details, what's individual and ministry.

Lets 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. Lets talk for this concept. What Dr. Melvin mentioned the success of ministry depends on two: People & God. That's correct. Probably Human's preparation & God's helps.

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

## **Scheduled Meeting**

In Kenya, Steering Committee is meeting regularly, and to check it how it is done and how it is going!

What is the meaning of scheduled meeting? I can say first, it means "continuation." It's important to be continued in any ministry, so Ogillah's regular meetings with steering committee in the every mornings are really necessary.

This regular meetings is to keep them awaken at daily basis. Doing something regularly everyday is important, even it is tiny and trivial things, it is important because that's one of leverages for big project, long way to go.

And they can check what they have done, and what they are not done yet, and to share what is the unexpected problem lies ahead of them. As we know problem gives them opportunities to think of it, to solve of it. So sometimes we need problems for our growing. At regular meetings, they can look at final destination continually, prayerfully to desire to get there someday but soon, wishing to be succeeded in this mission.

And finally they can care for each other individually which is important elements to be a good team. Of course, they are growing definitely through the difficult progress, so now they need to care for one another, and at a meeting itself to give them to share their life each other.

## **Seeing is believing**

Once we are doing for something good, especially for the church, for the people, for their society, people see it automatically.

What is that mean seeing is believing. Once they believe in us what we are doing, they tend to have minds to help us, to pray for us, that is a natural as a human being. So, first, they need to see it, of course, hearing is from the third person, that's better

than nothing.

Without seeing or hearing, they could not help us. That is why communication is important as PACE manual taught, in terms of weak, also in times of strength.

To mission-possible that was given by God, we need many people to be fan for that mission. That is true and unchangeable strategy. So let them know as much as we can for the single goal, "to glory to God" in this earth.

## 4

# STICK AT THE FINAL DESTINATION

**The final landing spot should not be changed. There are some that can be always changeable, but some are never changeable.**

Final destination, the landing spot is really important. That's #10 as we mentioned many times in this book. In somewhat, this topic might be the most important one in this book, because we talk everything in this book is for reaching there, the given goal, actually the final destination. We have to continually stick at it and make clear our goal always. Should be reminded of where we are headed always, every time, in every moment. Then we can persevere to any difficult circumstances. Anyway to decide the final destination is important but to stick at it is more important.

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

Let's talk in this way. There will be some options to them in times to decide they are encountering: 1) quit now; 2) Keep on going.

Both decisions will give you pain. To quit or to stop here looks probably giving you freedom for the burden. To keep on going also is giving you pain. In both case, you will get in trouble. But let's think of it a bit more here. If you are keep in going, you will get pain, sweat but if you quite here you will regret for the rest of your life.

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

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

## **Fish discover water last**

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

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

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

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

## **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 stick at final destination, final landing spot, arrival spot.

Of course there must be a lot of trials-and-errs as we know. In this course, many people sacrificed, died on the way because it was first experience in the world history. So nobody knew what's going to happen in the process. But they were kept on going, because they thought it's not impossible, and a lot of people, especially exerts 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.



## 5 COMMUNICATION

**Dr. Melvin advised me in the beginning of ministry “to make Newsletter” regularly (it was in 1999), he said no too big but only one page of A/4 size to start up.**

His advice is still working in my heart and in my ministry. Since then I was thinking about how to make Newsletter more nicely and more regularly. I strived to keep it.

Especially, we are making Newsletter in the beginning but sooner or later, we will find that definitely the Newsletter lead our ministry. I think that why he told me in the very beginning, because he knew what is going to happen to our ministry in the near future. If we think to make many pages at beginning stage, it will be going to quit soon, e.g., it's not easy to keep on making it regularly, just on time, especially in the beginning. In the beginning, we have many things to do by ourselves, so not possible to concentrate on the only making Newsletter. Anyway we have to concentrate on it because I think it will be decided our ministry could success or failure.

If we do not communicate with others, they don't know what we are doing, and what we are going to do tomorrow, next months, and even in the future. There are many benefits to making newsletter. We can retrospect what we have done while we make newsletter. While we make it we collect, study, even research many

things what relates to our ministry. As we making it we look at our future, where are headed, what we are going to do next month, next years.

Also personally, we are growing a lot in the area of editing, designing, for me, finally building our web-sites freely. Today I can open any website in a few hours, why? I have done making Newsletter last 15 years continually, so I have learned how to make it offline and online. People need both communications today so, it is indispensable to be shown both.

## **Communication internally**

Let's talk about internal communication for now, and you know what that mean. I remember Mr. Will Mancini who wrote the book, CHURCH UNIQUE, which I have translated into Korean many years ago. He wrote about the communication especially internally, so it was impressive to me then, and I try to remind of for writing here. Actually, we LPMKorea has been communicated a lot, I mean internally. We met everyday at our small national office. And now I am talking with Ogillah in Kenya in everyday, we share our hearts, our progress each other.

Look at Jesus with three core disciples. They talk, share, pray together almost in everyday. Actually in some sense they live together. Because they are core member among twelve and Jesus needed them as a core.

Communication internally with core members provide fueling for themselves, for the final mission possible, so unquestionable fire is burning continually in their hearts.

Through this process, people out there see and tend to jump into this pool for now and more people in the near future. Without this energy internally, it might be mission-impossible. So we need to keep in mission-soaked communication going in endless. Dr. Melvin said "we can't do it all ourselves," so need them for completion

together.

## **Impelling Force**

You know what that mean of it in the Dictionary? It said, "markedly effective as if by emotional pressure." There is another term, "compelling" which means 'driving or forcing.' Feeling both similar, but it is different slightly. I guess the difference is: "compelling" is pushing by ourself, leader himself, physically and intentionally, but "impelling" is a little soft, which means leader give them motive, somewhat motivation, then they feel some 'forcing energy' from their inside, that's impelling. Not sure this is correct but my own definition, and hope it's right.

Yes, once we are going to complete some ministry, we need 'impelling force' from their inside, from their heart, from their innermost, say, "I must to help him to do this project, I have to do it. I want to do it."

I got this feeling once I started this ministry around 20 years ago! Dr. Melvin gave me some informations, just informations, by the way it lighted fire in my heart very strongly. Also it was lasting in my hearts next 10 years, and I think still I have it. Nobody can't put out that fire in my hearts. That's it.

## **Reactive vs Reflective**

As you know, there are two kinds of people once to cope 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 nee 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.

## **Something to Consider**

Once we are communications with others, individually or in groups, we need to be cautious at some areas: fake communication, egocentric direction, controlling, to get private information, and misusing, so on.

Sadly, in our society today many wrong things happened, so as same in our communication. Sometimes we tend to fake communication. Of course it is understandable once we are

pursuing to do completely, we are using a little fake (more motivated intentionally) communication, but we have to be careful it should not be our habits.

Sometimes we may communicate just in my point of view, so it's ok to me but something bothering to them. Yes, we do this time to time. We have to be careful not to do this way continually. Also we are going to control others something with wrong concept. I mean we use strange tactics with curiousness. Sometimes people are communicating to get private information to others. Do we need to know their private information? Of course they say, "to care for them more nicely, so collecting more private information." But, actually, this is definitely not correct!!! We have to be very careful to know other's private matters, also to deal with it. We need self-discipline about it.

And, also not good to misuse the information on the other people. We have to be very careful on this as well.

## **Not getting Done, also God's will?**

People might say that it is God's will that is 'NOT getting done of it.' Yes, it might be true, but we should not adapt this idea all the time, to all of our ministries. We'd better to learn it.

Actually this is a sensitive issue and also to refer on this issue is also risky. But I want to deal with it only one time in this book.

Who has responsibility which was not getting done? Honestly speaking, it's totally upon to us, especially to the top leader. Why? We as a leader, has full responsibility whether to success or not. Look at leaders around, just simply let's look at Dr. Melvin in the Lay Pastors Ministry. He has done this ministry nearly for 30 years and now gone to the bosom to the Lord in heaven. He took full responsibility to this ministry. And once he has said that "God's work should be done by both, God & human being," which means we human being has half responsibility according to his logic. So if

some ministry is not getting done, that's not God's will at all. That's our problem.

Probably lack of experiences, lack of leaderships, lack of strategies, lack of people, yes, probably it might be too big to get done for us, for me. But actually it's also not proper excuses! We need more competent people. Yes, also money is critical issue to deal with. That's true problem to the every ministries. In my personal experience money issue is not all. Because I used to tell, "money comes very last." It comes, but very last moment.

## 6

# 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.

## **Team Ownership**

One day, I thought only Ogillah and I are talking each other, then



he transmits those ideas what we shared to his Steering Committee. I found there is some problem in this present system. Two were in mind, Ownership & Responsibility, and also I am just giving them, then they just receive passively. They are not proactive.

Of course that's understandable because it is now, in the beginning stage for them and probably I am old than them, so they tend to rely on me.

But this kind of system shouldn't go forever. Now time to change of this approaching style anymore because they know something as much as I know about how to go and what to do for this MTU destination. So I sent this talk to Ogillah.

Hi Ogillah,

I am going to talk URGENCY. John Kotter, Harvard University, pointed this with WHY Failed?

"Allowing too much complacency....without enough sense of urgency." Many people were failed. Because they didn't work their part. Melvin pointed this. Only rely on everything to God. If we say 10, people will get 4 or #. If we tell 5..they don't do anything .just sleepy...means they are forgetting slowly.

I found some are already forgetting our projects. No Contact means No Work. If we spend this waking step until September...almost giving up. In September and October ..people and church are preparing to end up this year. We are leaving for there in November.. So time will come to decide whether keep on going or stopping slowly. People around me almost forgot our project. Once they stopped its really hard to waken up.

Even some key member doesn't care about Melvin University as I told you. They are already satisfied with Seminary itself. And they are much smarter than us as i mentioned earlier.

In this process..I am afraid we can make it?..No wording..lip service..need to see Real Reality.

Can you talk with your committee about this matter. If they don't push you..they are giving up slowly..I am sensing. What are you going to do. Do you have money in your hand? That's good. If we don't have money, don't have urgency, don't communicate others.. Definitely we will fail. That's the answer. People have this answer already. No more only wording for this project.. look and feel this urgency.

Maybe we will be same to some people in the States, just were saying many times.."we wish we have University." In that mindset... already the game is over. Now..is time to decide Give up or Keep going.

Then, How to give up, How to keep going. We have to clear answer..if not.. Giving up.

If no one give us the promise to donate until..before we fly for Kenya.. It's clear to give up. Any other ideas?

Tell me now. Now is your turn. You are in charges of this project. It's up to you keep going or give up.

I am fully sacrifice.. I know it myself. I'd better to wait your action..and give up slowly.

It will be decided in two months..in July ~August.

Soon after since I told to Ogillah, he changed and definitely his committee is changed too. They are now having full-ownership and so get Responsibility to be success or failure. It is working rightly and also continually.

As you seen, Team Ownership is very important because they can getting things done. Let me tell you about LPM Korea. Melvin advised me two things when I started this ministry: producing Newsletter and making Team, because you cannot cover all of Korea alone! That was true.

So I made team. In the very beginning, 2-3 people came to me,

later 5-7, lastly 10-11, so we have 11 staffs for LPM Korea all the way, around 15 years. They know I (Byeong) am the leader of this ministry in Korea because I am only full-time worker for this. Of course they think to be success or failure is fully up to Byeong. Yes I had that in my mind, but from the beginning I often told them we, our team, have responsibility for LPM Korea because we are gathering here for this ministry. So to share success, also to share failure. In the end, not too long, they had full ownership including me.

## **Dysfunctions of a Team**

We cannot 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 Dysfunctions 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!

## **Two kinds of Time Frame**

I was thinking of these before: "the earlier the better? or the latter the better?" As such, "the more training the more commitment?" or "the less training the more commitments?"

That is interesting questions but in some sense it's meaningful, isn't it? Lets talk about Training in relation to commitment.

The long Training the more commitment? No, I don't think so, especially in this busy era, in this informational era. I will share with

you about Korean church. As you know our Christian history is a little more than one century. First time, in the beginning stage, we needed Revival Meetings, and soon Bible Study because most of congregations didn't know the Bible well, and later Training for Discipleship Making which was taken for three-years of time span, then changed to Missional Church a period of short time, plus a lot of para-church ministries was begun to imported into Korean churches, it was around 1990. Our ministry (LPM/PACE) started in this era, e.g., in the beginning of many kinds of ministry paradigm begun. Now we, Korean churches stuck at corner, because we have done everything what we needed.

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

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

## **Traditional motivation vs present motivation**

Churches in the past, senior pastors had some weak point in terms of motivations. They put a lot of energy to start-up, in the beginning stage, but unfortunately once it started they hands-off right away.

There are two reasons why they do this way continually. Thy think their job is only to start-up and the rest is upon to their (lay people) job, so automatically hands-off. And, maybe, they don't

think of how important to keep in motivating them even completed start-up, and maybe don't know how to make them to grow, e.g., in-flight motivation..in some way that is hard job to do for them because it needs be very skillful leadership, I better say it needs more artful leadership which is necessary to upgrade and updated them, and/so they need to know more advanced knowledge to adapt today's lay people. Because one reason is that lay people today are more grown up very much than yesterday, so it challenged to pastors today. Their motivational skill, motivational philosophy in the past is not match to the expectation of lay people today.

# 7

## **BRUTAL FACT/STIMULATE PROGRESS**

**This is paradox and no matched each other, but in some sense we need to see both sides of one coin.**

We can't discard the reality, the brutal fact, terrible reality, looks no way to get out, AND also our destination is over there, it's coming tomorrow. What do we are going to? Giving up, forget it? We can't throw away of these two. Then we have to think a bit and keep on going, or if we keep on going, we might get solution of the present reality. No idea how to do it, but we can going forward in imagination, in dreaming and as we often said look at the final destination even it is not here yet. Most of people only look at the reality, e.g., negative side, so used to say, "Not possible, in conclusion." Because they have seen only its realities and facts.

Let's talk about our project to shift seminary to university in Kenya. Actually, the fact, reality is terrible. No promise at all, no money at all, no manpower at all, no experience at all, only failure experience for me, because I tried to make university in Korea but failed. For me, there is no land at all, no money at all, so someone put some money for buying land, but constructions and preparing Documents needed huge money, approximately 6 million dollars needed even excluded the land. Finally Dr. Melvin advised me, "Byeong, you'd better to stop. You are not kind of money-making person. That's not your talent." So I stopped.

Now, it is the same then and today. No money at all at both occasions. But the difference is that people are different (I and Ogillah), the place different (in Kenya), the situation is different (has accredited seminary already). What I mean is that the reality is bad, but there are some possible if we look at more in detail. We catch it in our hand and go forward it. Then other things what we necessity are coming up one by one. If we go forward, these things are coming to us. If we don't, they don't. Just like If we don't, God don't. If we do, God does, and this Dr. Melvin's confidence as he was saying, "When we do, God prosper it (ps. 1:3 c)."

This is the answer, even terrible facts and reality is there, but we go forward in Faith (Jim Collins, page). I may switch to this, "we go forward in faith because this is God's vision.

You know this idiom, "failure is the mother of success." This is true to Rev. Rick Warren of Saddleback Church in the States. He once said, "one truck of failure's story, but one book of successful story in the Saddleback Church." Saddleback is the 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. Of course Melvin Theological University will be progressing like this, and in the end, we will make it.

## **Perfection? or Direction!**

Dr. Melvin said about this and actually we, human being, cannot to be a perfect, but if we got right decision, that's enough.

Once we are doing something we tend to, "making perfect." Yes, we can make perfectly, and that is the best. But we shouldn't think of that way too much, and if we focused on the perfection, we probably cannot make it, just like speaking English. When we are leaning spoken English, most of us have this experiences as follows: One of my colleagues who was studied at English department at University. He was tried to be perfect at grammar of English, so whenever he talks with Americans, thought of being a perfect grammar. Undoubtedly, while he is thinking of the grammar, 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.

## **Go slowly**

I found some metaphors through this MTU journey, which was talking with the principal Ogillah for a couple of times: Splinter and Marathoner.

I have used this metaphor for a few times. I was jogging at school ground which is close to my place in the early morning every day. I was walking slowly in the beginning, but it was not enough for my physical exercises. I said myself just walking is not enough, no good for my health. So I need to change my p'ace, speed, because one of my colleagues advised me to "exercise until you get sweat." So I have begun running since then. It was nice and I got sweat in 20 minutes, and come home for take a shower. Very good feeling! So I shared to Ogillah that we need to go forward, and sometimes just like splinter, sometimes marathoner, sometimes, a little slow. But I found and warned to him "going slowly" should be very careful. If we go slowly .just for two weeks, people might think of, "Byeong & Ogillah must be stopping soon, because they are almost sleepy."

So someone's telling to "go slowly" for me needs to be a little cautious. He doesn't think of how serious our vision, our endeavor for now. Yes, I know what he meant, said "go slowly," he told it because to worry of my energy and health. Yes, thanks about it.

But once I think of my physical energy, I am a hasty style. Sometimes we need to do like that, not every times, but in times of that case when we need desperately we have to be speedy. I hope you understand what I mean.

## **Volunteer**

Marlene Wilson in her book, How to Mobilize Church Volunteers, lists eight reasons, shared in interviews and surveys, why people volunteer. Dr. Melvin agreed that the reasons she gives is also true for lay pastors:

They want to be needed. They want to help others and make a

difference. They want to learn new skills or use skills they have already. They want to belong to a caring community and feel accepted as members. They want to self-esteem and affirmation. They want to grow in their faith and share their God-given gifts. They want to keep from being lonely. They want to support causes they believe in.

I'd like to talk here about "to grow in faith," and "sharing God-given gifts." Those two are the most relevant to my ministry. Actually, this is all we want to do in our life. We want to "grow ourselves and contribution to others" through what we have. That's natural aspects to human being. So, here the matter is how to grow and where to contribute. As you know to grow is coming from many resources: schooling/learning, relationship with other people, through doing some ministry. Also learning formally and informally are also important.

I found knowledge which is only from our life experience is not enough. In the other hand knowledge only from schooling is also not enough. So we need to be careful about our knowledges what we have. Another growing comes from interpersonal relationships with people. This is definitely true, because we are learning a lot from people, especially from our colleagues, and it's true for me more clearly. And we need to belong to any ministry. In there, through there, in leading that ministry, we can grow a lot.

## **Ministry Culture**

We need to deal with Culture while we are doing ministry. That is indispensable, and not to avoidable. Because I read one concept, saying "Culture trumps Vision." The expert in this area, Samuel Chand wrote the five cultures in his book, *Cracking Your Church's Culture*.(© 2010). He said Inspiring Cultures, he focused on the 'authority is decentralized.' Accepting Culture, he focused on 'to slow down a bit to be sure to miss the holes.' At Stagnant Culture, focused on 'to moves slowly to avoid damage,' at Discouraging Cultures, say 'to stuck in the mud.' Lastly at Toxic Culture, says 'on

the road, but the bridge ahead is out.' He had written well.

Let's compare the culture of LPM Korea with these cultures. As you see first two cultures are good, e.g., Inspiring and Accepting. Actually LPM Korea had this culture. I am saying that we had a good culture. And at beginning of stagnant moment, we had shift the direction of ministry toward schooling, and it worked well.

Anyway some organizations must have those bad cultures. Dr. Samuel Chand mentioned for a couple of problems, and some I have agreed as follow: First, blaming others. Yes, once something is not going well, people tend to blame others especially to their leader, just like Israelites those who blame and complain on to the Moses. And maybe there were power struggles happened at many organizations. This is also relates to leadership as a top person. Lastly among many other things is the lack of authenticity. Dr. Melvin expressed this as Integration in his PACE Training Manuel.

## **Expectation for the future**

Is that wrong to get happy dream for the future? Looking forward to get it? No not at all. Is that true to all, "expected too much, disappointed very much?" I accept this proverb, but that is not adapting to all, not to all situation, not to all people.

I like to see it more positive than negative and making plan and then expectation is natural to any human being, and it is acceptable. No expectation? Not trying, not endeavor, not trial & error. So proper expectation, then proper trying, proper wrestling, and tears and sweat a lot! Yes?

## **Opportunities**

God gives us opportunity, and definitely it is all the people in the

world, whatever which country they are belong to, whatever their background, it does not matter as we know.

The matter is here why people missed the opportunities and regret in the end, and left this earth with terribly regrets. First, I think they are not ready physically which means not prepared intellectually, not in mature to take it, not in the mind set, etc. And they don't think of it. Seriously, so to feel they don't need to get it in their lives. What we do we mean seriously? I guess it might be insightful? or don't know the value of it? Anyway there was no seriousness.

Next, they might think that is not too big shot to be shown to people, so to forget it, to discard it. Is that really trivial things? I don't think so. It depends how to deal with, how to discover the gold from its inside, and how to sketch, how to make up, so it depends totally up to our viewpoint and skill to sharpen.

Maybe some other people think it is not famous one to be shown splendid! Yes, that is true, and something are not noticed to the people those who are not interested in there.

So now, how to solve this? My quick answer is always "ready to accept," ability to "prepare for the near future," and committed to the our Lord.

## 8

# LEVEL 5 LEADERS

**Jim Collins said Five leaders and among them 'Level5' caught my attentions (in the book of Good to Great, © 2001). Other 1-4 levels of leader are known to us already:**

a) Capable Individual, b) Team member, c) Manager, and d) leader. He called it Executive for the level5 leader.

Also Daniel Pink wrote three kinds of leadership in his book, DRIVE (© 2009). These two books are similar: Pink wrote it in chronically, e.g, Primitive era to today. As already know 'Stick and Carrots' leadership, then 'managing leadership.' Now it is in giving autonomy leadership. He stressed that this old leaderships do not work anymore.

But Jim Collins found five levels of leadership through his research, and wrote in his book, Good to Great. He studied about 1,400 CEOs in the world so he and his team, actually graduate students at Stanford University, concluded in a word Humility/Professional which became the key concept of Level5 leader. I am using this leadership in my ministry right now. I am so grateful to his findings that gave us these invaluable insights.

This is what I got, in my paraphrasing, from his concept. As much we are bigger leaders, we need both, Humility/Professional definitely. In the mean time I found why it, these two' concept, and

just these two are both sides of one coin. We need these two sides clearly and completely. They are totally complimented each other.

Let's look at more in details. If we are only in humility person, people tend to neglect us. That's the people, human being. No blame on them. That's natural! In the other hands, if we are only being a professional, only have this side of gesture, behavior, people don't like us and feeling business-like, and cold-oriented. Even jealous toward us and envy as well.

But once we have both in humility and also in professional, people see us good and nicely, not neglected but respect us, because we are very humble and also very professional. That was Jim Collins and his team found from research.

Can we talk a bit more?; my personal story. I was actually humble man which means was born in the poor family at very countryside. My father was shoes repairman, and mother was just ordinary housewife. My elementary and junior high school at country which was very poor teaching. At high school also was not formal nice school, but commercial school which focused on the getting job after graduated. I also failed a few times to enter more higher schools, finally jumped into a small theological school not formal university. Whatever, I was generally poor person, so must be humbled automatically. People like me, but not that much capable-person, just ordinary person, and I cannot overcome this short-coming on myself.

Fortunately, really by God's grace with through this ministry, actually since meeting Dr. Melvin, my life is totally changed, somewhat became professional. I was very humble because I did not have much like others. But slowly, I got confident in myself. People know now I am professional in my area, e.g., Lay Pastors Ministry!

Now I am clearly understand what that mean of being a Level 5 leader; Humility/Professional. How about you? Are you having these two concepts in your life? I think I am now getting bigger than what I am. I need more in humility and more in professional, not

for my own reputation, but for giving honor to Dr. Melvin, and ultimately to God. I want to be more closed person in this both area and hopefully ended up my life with satisfaction.

## **Big fish in the small pond**

In the any organizations, any ministries, there are some people those who are very competent. They tend to think always: "Do I have to stay here more longer?" So once the organization, or ministry is not growing, not expansion, they can leave there any time! Because they are big fish, and uncomfortable to stay in the small pond. So only two options for us as a leader: to let them leave here, or to make the organization getting bigger. Definitely the latter is more wise option and definitely it's totally up to us, as a top leader.

In the case of our Institute, those moments were there for a couple of times. In the beginning, actually, fish was small and pond was small as well, so no problem at all. And a few years later, e.g., exactly two years later big fishes came into our pond. And our pond was upgrading slowly and getting bigger pond helping by them, and expanded internationally, so big fish in our pond were satisfied with it slowly. I think they decided not to leave our Institute, because they think that they can grow in our pond, and pond became more and more bigger, just like river and later on it became just like ocean.

And something happened, that is the third stage. Just small fish those who started this institute couldn't survived in the big pond now. They are shrink and they might think to leave here and thinking by themselves, "I don't need to stay here any more, in this big pond." That's sad. So, some left and some is still with us but they are in a little behind the scene, behind the screen automatically. As a top leader, I can't keep them both, big and small fish in the one pond. That is challenged for me to manage this.



I found three ponds in the Kenya presently as well. LPM Kenya, LPM Seminary, and Melvin University. So it's good for people to put for them at proper place among those three different ponds.

## **Determined and loosen**

This is related to our leadership as a level 5 leader: humble/professional. I think we better to be soft than harsh as a top leader, but once it's time to decide, we have to express something unusual, and actually it's better to determined than loosen as usual.

For instance, I have used illustration about sprinters and marathoners. Sometimes we need to run just like splinters, but at other times, we haven't to run so fast, and we need just like marathoner. So we have to figure out what we need for speed now, and we have to take an action which means to determination if we do figure out the timely demanding, then we can be a good leader, and not determined leader, then many things will be distorted!

## **Centralized and Decentralized**

Many people in today's church, especially people in the lay ministry are saying "decentralized," NOT centralized in the ministry. Yes, definitely in the PACE ministry, it should be decentralized of management. Also Dr. Melvin stressed it in his two books.

But in the other side, there are many things which are centralized, and many characters in the Bible have that. Of course many churches including Koreans have changed a lot last two decades. Mostly are decentralized in the system internally, but there should be centralized in some parts, some areas.

Let's back to our ministry LPM. There are two styles in existence: For instance Headquarter of LPMI USA is in New Jersey, and it is a kind of control tower, e.g., managing the ministry all over the world. Main idea is centralized from there. Not only there, but in LPM Korea is same as well. Headquarter, e.g., my role as a national leader is very important. Actually, 3-4 people including me are have main idea, leading group, main resources-developers, kind of R/D is from the HQ.

So the best way to do these is that Managing-centralized, but Ministry itself is decentralized.

## 9

# LEADING IN CHANGING TIMES

**People are going to quit once it is not going well. This is another major point of this book. Most of people, most of ministry are going to stop in this phase.**

They want to success what they wanted, what they planned, what they thought, but as Dr. Melvin said something takes time to be done. He mentioned mushroom, bamboo, even getting baby born take many months, or others take many years.

Yes, even we have a clear vision, clear picture, and on top of it we got promises from God, it needs time to get into our hand. Can you remember that Israelites came out from Egypt to go Cannon, to the Promised Land. Even it is Promised Land they jumped into Median desert, wildness what they never expected come into that swamp, but sure it was there. They left Egypt with hopeful expectations, they left Egypt boldly, but could not come into the promised land directly.

Every ministry or project needs this kind of times, it called "Neutral Zone" what Dr. William Bridges put it into his book, Managing Transitions (copyright © 2016, 4th Edition). Left the past but not yet the bright future. They cope with the giant, "present", e.g., reality. There people are thinking a lot.

It is how to manage "change." This is also tough job to many leaders. Because they don't know well and this two basic concepts: CHANGE (physical change), and TRANSITION (emotional change).

We need to know more in detail of these two words as mentioned already: Change & Transition. The author of the book, "Managing Transition: Making the most of change" (© 2016, 4th edition) William Bridges explained this very well at the book. Change is to move the place or the position, e.g., move physically here to there. Transition is to move from here to there emotionally. So two concepts are totally different.

The first one, CHANGE, looks with our eyes apparently because physically moved, but TRANSITION is not seen with our eyes, especially move from the past to the future.

I am going to write on the TRANSITION here because it is more important in our ministry. Of course sometimes these two overlap. If changed the position, people also could change their mind as well. You know it. But the most difference is taking people when we take them from here to there, from the past to the future. In this process, we need really important concept, called Neutral Zone which Dr. William Bridges was used in his book. We will also discuss it here.

Let's have illustration of the Israelites those who left Egypt for the Cannon, the Promised Land. But between there, Median Desert were there. The people stopped and wandered a lot, as we know 40 years. Surely they left Egypt but should not come into Cannon directly, even some never footed in the Cannon land which was God's promise. Of course this is one of metaphors in Transition.

As a leader, just like Moses, we want to take them in a short period of time, but it is not. Once we taken and lead people from where they are to where they could be, take a lot of time, as Dr. Melvin said "something take time." Especially from the past to the future is more true.

Some might say let's go back to the Egypt, to the past, this is not ours, maybe we had wrong faith, so complaining to their leader Moses. This is natural to the people. We can't blame them, but as a leader we have to keep on going even sometime very slow and

tedious progress., and sooner or later we will get some sign in our hand, maybe very tiny signal in front of us, then we get confident in our decision.

Right here people are forwarding and also backwarding, e.g., go and back, go and back, called "Oscillation." Robert Fritz used this term in his book, *The Path of Least Resistance* (copyright ©1984). People are in Oscillation too much. In my experience, a bit of oscillation is acceptable, because I also did. But major oscillation is not acceptable, nor permit-able. Why they are in oscillation too much, too often? They are not rooted firmly to their determination. Do you want only God help you to be done of the given ministry, or don't you want to be done to please God? Where are you? Which one is your style?

Dr. Melvin wrote at Training Manual that the ministry is the co-working between God and Human. Furthermore, he said "God will not work without you; you also cannot doing without God." After all his mentions are we both, God and Human, have to work together.

Leading people in changing times are not easy job for leaders especially the difficulties come along for many days, many months, even many years. It depend on how big project you are doing for. Small project is not too difficulty and could finish in a few months, but if you are trying to make huge project, huge ministry, you will get a lot of pain and sweat along with your team.

That is really hard to keep people in those deserts! Then we can find what the real leadership in the midst and need to find how to keep them go through under those circumstances.

In a word, people need to go through those difficulties. Surely most of people don't like those terrible procedures. What's going to happen to those people in the desert? They will learn perseverance, and realize who is God more than before, and they can see and to check themselves where are they? in the spiritual status, so on. So it is actually precious time to see themselves again.

Let me give you my personal illustration! Around 6 years of ministry, I felt we have done what we have to do as an Institute; we have helped Korean churches a lot as we promised to God, and had a lot of experiences, satisfaction with what we have accomplished. I felt strongly that we need to change something. It was when I was at Yale Divinity School in New Haven. Of course before I go there, I felt it already, and I have decided something while I was there. My conclusion was to change our Institute to school. It was in the year of 2006. Since then up to now, I was wrested to make school all the way. I told people in Korea and overseas that only as an Institute is not go a long way and will die sooner or later just like many para-church organizations in the States, also in Korea. I warned and persuaded them to consider making school for longevity.

Once I talk to our staff in Korea from Yale Divinity mostly surprised. They sensed something already that we have problem in the present ministry, so need to change but they did not think to shift Institute to School. I focused on not only Change but Transition their mind-set. To prepare for schooling takes a lot of time an energy, also it's hard to change their mind to open to new venture what we never been there.

Anyway through the long journey, for now (in the year of 2020), we are trying to shift Seminary to University in Kenya Africa. Seminary in Kenya started with John Ogillah in 2017, and now time to change something. I felt we need not only Change but Transition for upgrading to Melvin Theological University. Transition needs to take people here to there, so we are definitely in the Neutral Zone now. I talk a lot about this with John Ogillah, the Principal of LPM Seminary in Kenya.

## **Rubber Band (Structural Tension)**

Every objects have energy. Especially rubber band which is stretched has more energy, more tension especially when the two ends draw

strongly toward for the directions, and its tension get more mountain up that if we draw to much, it will get broke finally. We called it "structural tension." Sometimes we need this tensions, and use it to transfer for making energy, and for using more invaluable jumping up. so we need to use thess tensions more positively than negatively.

But, literally, if we draw stronger from both sides, the band will broke, so we have to cautious that too tension-broken is not. And we need that energy to the third direction. Not to A(left hand), not to B(right hand), but to upright, the third direction of that energy. We don't need to use our energy to jump into that fighting. Should not be a foolish, but we have to be wise. Don't need to be used our energy at useless spot.

We need more energy to be used for third direction, and then our ministry will be more effective and productive!

## Neutral Zone

Our chairman of Melvin University decided and promised to donate 40,000 dollars to construct the four classrooms in Oyugis Kenya to get Interim Certificate, so we are waiting for now. I think definitely we are in the neutral zone in terms of waiting for it.

I found there are few keywords while we are waiting for sending money.

First, the key word is waiting! Just waiting for something is not easy job. I have a lot of experiences on the waiting, but still not easy to go through. I think of course there is no other option without just waiting.

Second keyword is "be careful in relationships." We are prone to make mistakes in relationship between people those who are involved, especially in this neutral zone. We probably tend to hasty; e.g., some wants go fast, some goes slowly, some different

view-point in this situation. The key word in this is "patient." We need to learn much how to patient, and continually. I think we had learned a lot about the patience, but this is another patient, perseverance.

Anyway, it will be done in two months from now on. In two months, I need those three key words, especially, for me.

## To Entrust

I need to write about entrustment. Concept of entrusting is wonderful, but it has some pitfall around there. Let's think of few illustrations:

To entrust our baby to the baby sitters, what happen to us? Worry! Are they really to care for my baby? Yes, that worries are natural and necessary. I mean we entrust something to others are not easy job, especially to entrust major job to the others in the ministry. They don't do it as we have done because anyway, they are third person.

Also in same sense, it's difficulty, yeah, it looks that our own burn shared to the others so we became lighter. But actually is not at all. So, to hands off, and to entrust something to others completely are not wise, and also it's very dangerous mind-set. Someone might say "forget it, it is at their hands, so they will do it by themselves." Looks good idea but is that true they can do it by themselves? I am not sure about it. I mean we have to keep on our eyes more than before. WHY?

Let me talk about my own experience. One of my colleagues told me, "to entrust the construction to Ogillah and two chairmen in Korea, so forget it, freed from that burden." I agreed with him, and hands off for a day. But it was just one day. I found that those two parties are not to communicate at all. I guess both are waiting for each other. Just times are passing and consuming. Because their communicating channel is not comfortable, not following smoothly.



Then I realized that, yes, entrusting is wonderful strategy but if we believe that strategy 100 percent, maybe we make a mistake, so I can say, "Entrust it to them, but don't hands off completely," because we, ourselves, have also some level of responsibility about that.

# 10

## TIME TO JUMP UP

**I think there are two cases to upgrade: upgrade a bit at same ministry or/and totally changed from the bottom. For our case, shift Seminary to University. So A little easier but in the other hand totally different from previous and very hard.**

Sometimes we need to jump-up our ministry. For jump-up, we need energy to push-up. Of course we can't jump up in the one morning. We need to prepare for it. How about for a few months ahead of time, but depend on how big jump-up it is. What do we need? We need some energy which is saved, called ACCUMULATION and momentum, so it should be impelling force, in the other word Compelling force.

If we look at Jim Collins book, God to Great, we need to keep in mind of "Hedgehog Concept" which means focus totally on the ONE Thing with energy from individually and also team's resources, and keep in going in the time of close to jump up, we know the time to jump up. If we don't have enough energy to jump up, it does not work. Maybe people will get hurts because they are not ready, it's totally leader's responsible to prepared it. I think there will be a few times to jump up, or just one or two opportunities, so we have to use that opportunity nicely to make it.

In our case for shifting to University now, I think around December is the time of jump up. Now, mean while, we are preparing for now, making a lot of leverages, a lot of meetings of Steering Committee in Kenya. I found most of organizations could not jump

up what they wanted to make it. Why? Not ready, so give up too early and too often so people around frustrated again and over again, so they did not trust their leader and also the organization as well. To fail of one or two times are acceptable to people, but more than that, more than often, they will turn off and leave in the end. That's ours, leaders's problem. I mean quality of leader is something shortage.

Yes we are running and moving our organizations smooth, but sometimes we need to determine to jump up, putting something up into there. At the final stage, I mean in the moment of jumping up, we need to be cult-like culture. People are hesitating even to the end of that moment, even a few seconds right before it happened. That'a people. In some way all of our effort last few years, few months we have done is actually doing for this moment. Am I correct? We can't to jump up in the one morning, many efforts should be done last months or years, but the jumping moment will be taking only a few seconds, so, long way to prepare but ump up for a few seconds.

## Mindset

Dr. Carol Dweck, psychology professor at Stanford University, wrote the book *Mindset: the New Psychology of Success* (@ 2006, 2016), and I read it a few years ago, and read it again for writing it in this book.

Its main concept was that everything is depend on our mind-set, e.g., how we think of what we are. She studied many students at Stanford University and found from them in two kinds of students: One group was only believe their intellectual, so they were excellent students once they came into Stanford. Another group was those students whom were really ordinary, expecially intellectually, so on.

But interestingly, as time going, the first group those who were excellent intellectually were shrinking slowly, and after all they were in the less level at their classroom, but the second group of

students were try hard to overcome their short-coming, so they were growing and growing, and at last they become the leading group in the same classroom.

That's why Carol concluded the MIND-SET is really important for our personal lives. As you read whole of her book, nearly most of them are talking about mindset. I never used the term 'mindset' in the past, but actually all things are depends on our mindset, isn't it? I hope you to read the book and think of it in relating to the concept of mindset which Carol said.

# 11

## SENSE OF URGENCY

**As we know sense of urgency is important to move, to motivate people's heart. John Kotter, professor of Harvard University, talk about it in his book, Leading Change. That's invaluable concept and need to us always.**

If not, people will sleepy and lazy, and even slowly turning off. Urgency awakened people up to always. As once Dr. Melvin said, without keep in motion continually, they tend not to moving. That is nature of human being. As his book said Leading Change, once we are changing, transition is more needed. He mentioned some mistakes, e.g., "why some ministries fail," Number one is allowing too much complacency, in a word not enough sense of urgency.

In somewhat, if we are compelling to create short-term results, we can keep in going on urgency. We need to try short-term result, and another one to get result, and another one...so on. It will keep us in urgency and get sense of accomplishment. Then people will get possibility about the organization where they belong to.

If there is not enough sense of urgency, these consequences will follow. Even the leader tell time new idea, it does not work. It does not implement because people are sleepy, not waken enough to catch up, in a word, not urgent to them. In this situation reengineering takes too long, and its costs are too much in good case, but in the worst case, that will not boosting at all. Because without a sense of urgency, in a word, people won't give extra effort that is essential. They won't take needed sacrifices, instead

they tend to cling to the status quo and resist to some initiatives.

Let's talk about our project to shift Seminary to University. Is there enough sense of urgency? I used to ask myself and asking to the people there those who are involved in the journey. Especially to those whom we expected donate as well. Are they sense of urgency to be the donated huge amount of money? If they don't, they won't.

In the other hands, how can we, as a leader, to make or create the sense of urgency? This is also very reasonable questions and approachable. Sometimes, we need to create the urgency from ourselves not from outside.

My quick idea is that as I mentioned already consecutive "short-term projects" is the one option, and we should be done completely it. I can say compelling plan, and impelling plan can product those urgencies continually.

## **Everything is timing**

Bible says, as we know, "time to sow, time to reap" which means not only time to do but also warning us don't miss the opportunities.

For instance, just once we motivated people to do something, mostly we are waiting until they are fully motivated. Actually people aren't motivating fully as you know so if we are waiting for them to be full-motivated, we can't make it what was given job.

So we'd better to push them once they are only in half-motivated, then they will sinking to be motivated more deeply, that's why the timing is important. Once we give vision to them, their minds and hearts are shaken, so they begin to motivating slowly. And once they are moving, or ready to jump into there, we have to push them, I mean more flaming to their spirit, to their kindle of zeal, so they could to make it.

We are here for them, their growth, their accomplishment, so actually theirs are ours, ours are theirs. So it becomes common goal, common interest, common leadership, common success or common failure.

By the way, if we don't help them to go more forward, what is it going to happen? Let me tell you my own experience while I am doing Lay Pastors Ministry in Korea. Mostly many churches happened these mistakes, missing the timing which means not too serious about timing, how important it is. Once I have been equipped their lay pastors, then only left the 'commissioning service.' This is crucial important to them, especially to lay pastors. They are ready to fly where they got out of from hangar. Just waiting to go out and fly, Everything is ready, but senior pastor and elders group are hesitating for them to be flying. Lay pastor want to start P.A.C.E ministry right away, but they couldn't fly yet, because no permission to do P.A.C.E formally. So many churches missed this opportunity, lay pastors or lay people are ready to committed themselves for church and for God, but no permission to do. I mean, we as a leader, shouldn't miss this grace, and golden opportunities, so timing is very important, sometimes it is everything.

## **Too mediocre**

As you know, we need sense of urgency always because the life today and the ministry today are very different form the past. e.g., people are busy also they are smart than before.

I have taught two classes of students in overseas through zoom. Zoom teaching was very popular for a while at some points, and then I was stayed in Korea. It was three-months teachings. The teacher told me that there will be around 10 students on each class: Monday and Saturday. But I found there were too lazy and too mediocre in that teachings through zoom.

First, students: We have started nicely with 10 students on each class, Monday & Saturday. But times goes by numbering of students were getting lessen to 7, and 5, and finally one or two students were shown up their face on the zoom screen. Zoom Teaching is basically face to face even it's on line screen and the worst thing is they were shown up in few minutes, and they turned off the screen, so I couldn't see their faces. So I was teaching on the screen only myself. That was problem.

Second, teacher: Just one time he shown up and to check up how many and who is on there for a few seconds. And then students know the teacher is not there any more, so they don't care about attendance. So turn off their video, and just listening to my teach.

And another problem of the teacher was that one day, almost time to finish the class, he sent me one picture where he took students to cut off the bush at relative's farm field. Buy the way, coincidentally, I found one of them was my students who were in may zoom screen who should be in my class, so as you guess, he is not in my class but went away with the teacher for working over there.

I really surprised and disappointed, "why the teacher is doing, acting like that?" He is gone for the work is ok for himself, but why he took students whom should be in my class! So I wrapped up my class two weeks ahead of my appointment. Students have problem, also teacher has problem. That was interesting experience to me. I didn't tell him this mishaps. But probably the teacher is too mediocre, and no sense of urgency, and how important the class is. Maybe, unconsciously, he had done like that.



# 12

## BUILT TO LAST

**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 book of Jim Collins,' Built to Last (© 1994). This is not 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 more 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 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, 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 on going longevity. So we have to be careful not to distract from this core value.

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 this 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 trying

something new, something to upgrade, definitely we will get errs, and through those errs 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. Can we look at this Open Letter on Leadership?

## **AN OPEN LETTER ON LEADERSHIP**

TO : Jesus, Son of Joseph  
Wood Crafters Carpenter Shop  
Nazareth 25922  
FROM : Jordan Management Consultants  
Jerusalem 26544

Dear Sir:

Thank you for submitting the resumes of the twelve men you have picked for management positions in your new organization. All of them have now taken our battery of tests, and we have not only run the results through our computer, but also arranged personal interviews for each of them with our psychologist and vocational aptitude consultant.

The profiles of all tests are enclosed. You will want to study each of them carefully.

As part of our service and for your guidance, we make some general comments. These are given as a result of staff consultation

and come without any additional fee.

It is the staff opinion that most of your nominees are lacking in background, education, and vocational aptitude for the type of enterprise you are undertaking. They do not have the team concept. We would recommend that you continue your search for persons of experience in managerial ability and proven capability.

Simon Peter is emotionally unstable and given to fits of temper. Andrew has absolutely no qualities of leadership. The two brothers, James and John, the sons of Zebedee, place personal interest above company loyalty. Thomas demonstrates a questioning attitude that would tend to undermine morale. We feel that it is our duty to tell you that Matthew has been blacklisted by the Greater Jerusalem Better Business Bureau. James, the son of Alphaeus, and Thaddaeus definitely have radical leanings, and they both registered a high score on the manic-depressive scale.

One of the candidates, however, shows great potential. He is a man of ability and resourcefulness, meets people well, has a keen business mind and has contacts in high places. He is highly motivated, ambitious and responsible. We recommend Judas Iscariot as your controller and right-hand man. We wish you every success in your new venture.

Sincerely yours,  
Jordan Management Consultants

You know what that means all about! Jesus has been completed with these people, e.g., with internal people. It caught our attention how Jesus had concept on the people.

And finally, we need to get really New Vision continually, in our case as I told you already I have never thought to make University that was not my dreaming, my vision with my very limited resources, so I only thought of schools. So Melvin's University is really New one to every people, in Korea, in the States, even in Africa.

But the New vision makes us to grow enormously. Actually from

this vision, I could think to write for this book. If only I thought this present seminary, I will never get challenge to write book. But I have written this by God's grace.

## **Ending is NOT real ending**

Ending is another beginning, so we need use it well. We used to hear at graduation that "commencement is not the ending, but it's a new beginning." I discovered it as one word in dictionary, e.g., commencement included the concept of beginning. I have learned literally meaning of commencement itself. Yes, that is not ending but new beginning!

In our ministry, this the one way and definitely acceptable concept once we completed one ministry, which means one project in the ministry, and then we need to begin another updated project that more higher project, then our ministry can keep on going longer, and in longevity, and at all it goes lasting.

How can we build new one, new project, upgraded one? It is might be questions to us. If so, I can say we have to be creative. Creative leader! What is that mean! For me as I work for something, particular project, as long as I pressed on, as much as I concentrate on that project, I found myself to be creative. Actually I am not creative person, but as long as I focused on the given project now, ideas came out from my mind continually. So I can say I am creative and create something useful continually. I am not saying "create" itself. If we add some new ideas to change, to upgrade our present situations we are creating, must be creative automatically, unconsciously, maybe, we can say "adaptable" to the given new situation!

Actually we don't need to try to find totally new one in the world. Actually there is no new one in the world. Everything new one we found is among under the God's hand, God's reign. So we are adapting to the given new situations continually, then people are

saying you are creative!

## **Expansion of Landing Spot**

I found that the final destination can be moving more higher level, or more expand than previous one. This is natural if we grow continually.

For instance in my case, we have started Institute (in 1999) and six years later which was around in the year of (in 2006), we tried many years to move up to schooling in Korea but it didn't work. And much later started PACE International Fellowship (in 2012).<sup>1</sup> It was another extension, e.g., expansion. And then we opened PACE International Seminary in Nagaland India (in 2015, another expansion), and opened LPM Theological Seminary in Kenya (in 2017, another expansion), so finally we have decided to shift LPM Seminary to Melvin Theological University by (in 2021), its definitely another expansion. Maybe this is final and final destination, e.g., final landing spot.

So as you have seen it, from 1999 (to 2006 to 2012 to 2015 to 2017 to 2021), we have moved LANDING SPOTS a few times, actually expanded continually time to time. And people have seen it and followed where we are headed last many years. That is natural and no problem at all, to extend and to expand our ministry continually. So better to move up continually than getting downhill or shrinking.

## **Ministry Cycle**

I have written about 'ministry cycle' for a few years ago in my book, "Reflection on the Lay Pastors Ministry." At then I touched only 6 years of ministry cycle briefly, and I will write down here a bit more in depth.

As I said, we LPM Korea tried to shift from Institute (opened in 1999) to the others, upper level, e.g., PACE International Fellowship (2013–2014), and schooling. Finally in 2015, we opened school, PACE International Seminary (PIS) in Nagaland India. It's almost 6 years gone already.

As you guess, it is done of ministry cycle. Yes, that is true. We talk a lot between I and principal Aloto. We talk almost everything, everyday. Now we don't talk anymore like before, WHY? yes, 6 years gone (from 2014-2020)!

Let's move onto LPMI USA. They started this ministry in the mid of 1980's. Now already 35 years gone. Of course, USA is more big country than Korea, Nagaland. So their cycle is a more long than 6 years, probably 10 years-cycle?

Anyway, they spent many 3-4 times of ministry cycle already, boring enough. I found they were shrinking, downhill at 15 years of ministry. Yes, something happened slowly. Now, so..almost closed down, because they did not look at "the future already happened, into their hands, so time to closed down.

And so, now let's move onto MTU Kenya. We are trying to make Melvin University in Kenya as already you know. Probably it will be open next year, Many 2021. And 6 years will be gone as a regular cycle, of course schooling is different from just Institute, but we need to think of it, 6 years of cycles.

## EPILOGUE

**I found a few key concepts for making success for today. Today is totally different in everything from the past. Especially in leadership, yesterday's is not working properly today.**

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

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

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



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

**GAINING MOMENTUM:** Am I get Momentum in this MTU journey? I think so. Actually, I cut off intentionally what to scratch and degrading our procedure. We can't put in everything in our journey, if so we have spend to our energy to manage that issue what is not helpful for our project.

I will tell you with my personal illustration to cut off. One of pastor in our network church, actually he is the key member of LPM Korea. One day he introduced Korean female missionary who has been mission work in Africa.

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

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

**STICK AT FINAL DESTINATION:** It was challenged to stick at this

project all the way, even in the meanwhile I am writing this book still challenged because people tend to distract my attention from MTU project away. I don't know why but it happens very often. To stick at One Thing needs tremendous self-discipline for us. What do you mean self-discipline here? It means that we need to have strong confidence at something invaluable. Self-discipline is not easy job in our life. It takes time a lot, a lot of experience, a lot of prayers, and also need a lot of determinations in every moments.

**COMMUNICATION:** How was my communication with people, especially with John Ogillah in Kenya through WhatsApp Messenger. He reported me every day, and I gave him response and my feedback always. It makes us tie together stronger. It makes possible for us to make it what we had planned in the beginning, and we will do this dialogue system continually.

**INFLIGHT MOTIVATION:** Motivation is indispensable to complete our mission, and even in-flight e.g., aka, on-going motivation is the most important to keep on going continually. In terms of motivation itself, once they are flying, motivation on them is very effective, because they are in the real field, and in there right now, in this right moment, so they need it every seconds and also it is very workable.

**BRUTAL FACTS/STIMULATE PROGRESS:** We have to be very wise about this and we need to see both clearly. See the Fact itself clearly, and also stimulate progress. We can't ignore either of one. If we ignore just one of them, we make a big mistake because we need definitely these TWO for success. People don't do that and they see only one side, e.g., Facts or Progressing, but we need both!

**LEVEL 5 LEADER:** Why do we need to become a Level 5 leader? Recently I think a bit more on the necessary for being a Level 5

leader; e.g., humility and professional. I need to be more professional in the management of how it is going in terms of MTU procedures, because it's getting more complicate, more intellectual people come around, more competent people around, so I need to talk with them in the level of their point of view. And, in the other hand I feel I am afraid how to relate with those competent people? So I got answer myself. Aha, I need to be more humble. Of course I am ready to cope with this reality in academically, in the leadership for upcoming, but still I need to be more humble person. That's why Level 5 leadership is more important, especially for myself.

**LEADING IN CHANGING TIME:** It is still challenging to me. It talks about Neutral Zone and a time as well. As Melvin said something takes time. Even every urgent matter needs time because the urgent is to us, not to them. That's the matter in Neutral Zone's concept. We, I and others, know where is the final spot, the finish line, so our mind is there already, but our reality, and our physical status are now and here, so we need to wait for in due time, wait for the time to reap.

**TIME TO JUMP UP:** Yes, we are encountering time to jump up. We can't and don't need to jump in every time, but the time is coming to jump up. Once we are about to jump up, we need many resources which means we need extraordinary energy, at times, we need enormous leverages to lift up, e.g., to push up. What do we need then? The author of Good to Great, Jim Collins says "Hedgehog Concept" in this case. Yes, I agree with him, but we need more in our particular situation. First, consenting of the people involved in; Second, saving energy what we called 'synergy' in that moment; Third, sufficient reasons for why 'now,' so on.

**SENSE OF URGENCY:** Anyway, we need sense of urgency in the present situation, in the present ministry. I told this for a couple of times already. Without sense of urgency, people and also we are

lazy, and tend to slow in progressing, then it becomes mediocre. That's natural to the human being. But we can't push them intentionally, if so how can we make that sense of urgency. That's our task as a leader.

How to create the sense of urgency? For me, I feel it always, maybe it's my character, my style? Anyway, I have got the sense of urgency all the time. If I were not that approach, our ministry never came up to this far. Maybe some people had complaining about my style, but it was there, and it's me. I believe God gave it to me for the mission possible and what He entrusted me to complete in this earth before I leave.

**BUILT TO LAST:** As I retrospect I was thinking "how do I built to lasting up to now," and also "how it goes for the next generations." I am in this ministry nearly 20 years now. That's not short period of time, so how did I still stay at this ministry!

First, our brand was clear and appealed to the people all the way, and it was helpful for others, e.g., church & people. We began this ministry for churches, but now ordinary people enjoy for being PACER and receive PACE. It's really beneficial to all of them, so still necessary.

Second, why I'm still in this ministry. I have been growing myself along with this ministry. That's important to be longevity, to build to last. We need to be grown up in both: individually and organizationally. Some organization is growing a lot, but individuals those who belong there are not grown up, so they leave one by one, and also changing people very often. Also people are grown up but the organization is not grown up, stand still, so also to produce problem. Anyway we have to make grown up in both, then it can built to last.

Third, core team members were stayed longer, even many others are changed last years, but core members are still there for 20 years with me. Just like Jesus's core disciples who were with him always, from the beginning to the end.

Last, how to produce from generations to generations. That's

definitely schooling. Whatever people talks about their opinions, only school makes another generation to come next 20 years, 30 years, 50 years and even 100 years. I hope that our work to do so. Dr. Melvin started this ministry and also hoping this ministry, his spirit can be to flowing smoothly to the next generations continually. I think it is possible.

# Reflecting Pool

## **1: The Matter of Choice** (for concentration)

Importance of ONE major project

First, "Personal Effectiveness, 10/90 Rule." It talks about how important of planning.

Once we have done this, the Rule of 10/90 is here. It means 10 percent of time that we spend planning and organizing for one major project save us as much as 90 percent in getting the job done.

Another one is that as we know "Pareto Principle, 80/20 Rule." It talks about how important of activities on one major project. It means 20 percent of our activities on that will account for 80 percent of our results.

These two are saying that we need to plan and keep on going of one major mission or project, that makes more results than think many projects.

## **2: Beginning from the End** (for more effects)

**Am I failure?**

I am in Korea now. I came to Korea to rest for a while. I think I have exhausted because of the construction for Melvin University.

Now I am questioning myself, Am I failure? Yes, some, but I found it is just feeling level, NOT in reality. If so what's realty for now?

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

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

### **Two kinds of approaches**

I have read wonderful book. I am not criticize his suggestions, but continually were saying from the beginning to the end once we are pursuing some projects. Most of people and books approach this way.. just looks the truth. People believe this way always.

Beginning from the first, that's no.1. (Or) Beginning from the end, no.10

What's the difference of these two? Of course we can use both of these at one time, or in terms of situation, depends on the what kind of projects we are pursuing.

Which one do have to use approach style when it is.

My case is that I have learned more urgent one we have to use second strategy, which means we have big project in a short of time, we have to use the latter. It gives us definitely more sense of urgency. No loosened at all. Because it need our enormous energy and resources in a short period of time. Better to get this strategy

in mind basically, and then time to time we can move here and there freely, sometimes no.3 to 4; other times move from no.8 to 7 which means flying all phases freely not stick at no.1 to 10 in a row. Life is not in a row at all, so the same at some mission, it should be artful to complete it.

### **3: Gain Momentum** (for saving energy)

#### **Do you have a goal to achieve?**

That's important for our personal life. Without it, we can't survive and also we can't grow.

And clear goal is the most important because only it has a power effect on our mind and thinking level. It motivates us and moving our emotional level, so pushing us into action.

As we experienced including me it stimulate our creativity, release our energy, and help us to overcome and to solve problems.

So clear goal is just like oil in the furnace of achievement. The bigger our goals and also the clear that goal are, the more excited and energized us to become about accomplishing them. The more we think about that goals, definitely the greater becomes our inner drive and our desire to complete them.

So we have to think our goal and review it daily. Every morning once we got up, we have to think of it and take action on that goal, that mission continually and constantly till to achieve it.

#### **Really Holy Burden**

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

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



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

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

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

### **Sense of Momentum**

We need momentum which mean saving energy and keep the chaining constantly, especially sense of positive momentum is really important.

Are we getting the sense of momentum? That's important as much as sense of Urgency. Yes, we need sense of urgency definitely, but we can't get it and give people this on always. If we do, they will be exhausted, so we can't push them without pausing.

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

## **4: Stick at Final Destination** (for clear finish-line)

### **Need to forget**

Sometimes need to forget our ultimate landing spot, I mean the deadline.

For instance, if we got the dead line too far from here, we probably put down our mind loosening...because still has a lot of days to go, so we tend to sleep and become in mediocre.

### **Fish Discover Water Last**

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

Firstly, our due time and God's due is different. For instance I thought I have done my work everything what I have to be done; my energy, my time, my money, my endurance, my sacrifice, all of mine, even my physical sacrifices, but I thought the mission which were given by God is not done yet, then I thought probably God's time is different from ours and then I accepted, saying "I have done everything, so let's leave it to God's hand. I can't do anything for now, any more." Actually I thought this way eventually in Kenya and came back to Korea for the rest. By the way, something has happened, I mean God was working for this mission.

Secondly, Fact is bad but has to keepin going. That's our struggles to all of us. We may call it paradoxes. Two are very different but should be in place. If we want to success, we have to accept this unacceptable reality. Difficulty BUT Keepin going. What's that mean to us?....

### **Easier and Faster**

People around me surprise what I am doing and what I have done up to now, even in a year. Give people close around trust and believes that I have no changed, no oscillations.

So getting more and more least resistance from them and the moving forward easier and faster. On top of that I am thinking of

my mission to complete, so no room come into other things..

No oscillations are important. Of course minor up and down is acceptable, but we shouldn't be changeable of major direction from beginning to the end. How we stick at it. Of course our mission is the most important but I think we need particular self-discipline to do that way.

People has nice and wonderful vision and mission but they were not self-disciplined to keep it constantly. People see only part of Iceberg, only to be shown them the surface of it.

How many percent are underneath of Ice? Almost 90 percent...what I saying here is I have done alot what people couldn't see it, a lot of suffering, tears, pain...

People are saying that it looks easier and faster, but definitely not that.

Anyway, once we focused on the one mission continually, we can make it is more easier and more faster than people imagined.

### **Future & Present**

It says that only planning is bringing the future into the present. It talks about important of planning. Only dreaming is not enough. Everyone get dreaming about something, but only a few move on the planning of it. There is also saying how we make good plans is measure of our overall competence. The better the plan we have, the easier it is for us to overcome procrastination to get started, and then to keep on going.

So making a good plan depend on our ability. We need to develop this kind of ability constantly.

Yes, we are living in the present, but also without living now for the future, that will be less meaningful. Why? We human being is living for the future. I don't know about you reader, but for me almost and always leaning to the future, near future and far future and it kept me alive and even lively living.

Even in the Bible, future & present are exist together always. We pray for now but it means we expect something happens in the near future, so it good and wise to get harmony between future and present.

### **Postponing Inauguration**

I am thinking of this seriously. We are under construction for now. Especially one Church in Korea donated for making University Chapel, so its construction is going well and no problem to OPENing Worship Service in August 1, Sunday, and is definitely possible. I gave this notice to the senior pastor who sent 30,000 dollars for Chapel.

But now we cope the problem of Classrooms Construction. It also needed 30,000 dollars to complete. Three people promised to donate for it: one from US, another is from UK and other's from Korea.

Three people are still quiet so I worry it very much. If we don't make it, what's gonna happened? Definitely every plans distorted and people there in Kenya, and here in Korea will be very disappointed and no more trust us, who are leading this project. So I need to pray more harder than before

## **5: Communication** (for getting attention)

### **Sharing progress is important**

I am talking with colleagues even my young siblings about my progressing of Melvin University. They love to hear and enjoy to listen, even love to see the progressing of University for the finish line, that's Inauguration ceremony in July 31.

By the way, that's for me. Sharing our growing, our processing with other people.....

As much sharing our faith to the others are important as we

share our mission, project, even difficulties are also necessary...

## **6: In-flight Motivation** (for no-burning out)

### **Bigger goal is better**

People, especially big people are more interested in the bigger project, bigger mission.

There are two kinds of mission in the world, bigger and smaller. Both are equally important. Let's talk about my case for instance: Institute and University.

Institute begun in 1999. University begun in 2021. Through Institute last 15 years, I met a lot of people and grown up enough myself. But through making university, I met another level of people and I have grown-up different level from Institute's.

Some people who were not interested in the running of Institute, now they are interested in the making and running university. Why? Probably they think university business is more higher than Institute, also they think proud of themselves to got to know who is running university.

Another way to consider is that why bigger mission than smaller one. That's definitely for ourselves. Once we get bigger goal than our present ability we are more challenged so bigger one is much better for our personal growth.

### **Importance of practice**

There is one story of the man who stops a musician on the street in New York and asks how he can get to Carnegie Hall. The musician replies, "Practice, and practice." As all of us know the practice is important key to get advanced skill. Trough the practice, we can learn and it makes habitual so we can make what we wanted.

Aso, what is the practice? Practice is the repetitions. I have done a few important things many time in many years. Especially for making Melvin University, I needed this principles more ever than before. Because we have done this mission in due time, July 31st 2021. So I needed more energy, more concentrations on the given assignment.

Without this strategy, you can't make it. Believe it!

## **7: Brutal Fact/Stimulate Progress** (for more maximum)

### **Unstoppable progressing**

What is that mean unstoppable? And how can we unstoppable progressing?

Let's think of it unstoppable itself. Once we are doing, we are keeping going naturally, feeling that impelling to go on, so definitely we feel it not possible to stop it. Because not only I alone but many people are on board which are not possible to stop it already. Too much energy are moving forward so unstoppable. Actually we need this kind of progressing.

If so how can we make unstoppable progressing. Once people are more and more interested in one ministry or project they want to stay on track constantly which need to give them another thirsty and another one continually.

### **Need process**

Where is miracle! I found no miracle at all. Of course God gives miracles at He needs it. For instance, Moses..

Humans can do

But some can't do

And its results?

People think just Miracles happened in that Mission, or Ministry. Yes they can that way easily.

People easily says just Miracles happened in that Mission, or Ministry. Yes they can think that way, but every accomplishments of God's work is not that way. There should be a lot of pains, sufferings, tears, hugh sacrifices, a lot of success and failure in the process, and finally they reached the goal God gave them.

Even that mission was given by God Himself, the most initiated by God, there are those process to reach there. Definitely God doesn't give us without those process, I don't know why but that's God's way.

So we gave to ready to accept those process, that's suffering from the beginning. Of course we starts without knowing that from the very beginnings.

For instance, look at our case "to make Melvin University.....

## **8: Level 5 Leader** (for move effectively)

### **Functions of top leader**

I found for a couple of qualifications to be a top leader.

First, top leader should be brave to go forward even in the worst times, because in those difficulties people are afraid to go forward and also hesitate to jump into the rolling waves, then the top leader has to jump into the danger pool first, then people around see what happen to the leader. He is still alive and to keeping going. People surprise then and accept the leader is real leader of their present and also their future.

Second is the sacrifice of themselves. Once people see the sacrifices of their leader, they move their hearts, because their leader takes every worst things bosom in their hearts, their personal acceptance, so they know more understandable what the leaders

are.

Third, leader gets attention of people to the final destination. That's important function of top leader. That needs very skillful leadership, and demanding more concentration than any others in the group.

Always, should be focused on the where they are headed and when/where to landing. People want to know constantly where they are going and when to land there.

Last, top leader should be crazy to accomplish its given mission. No question about it. Everyone out there should sayings their leader is crazed to do that job completion. Actually, he should be crazy to do that job done, the job done is possible. I mean top leader has to use all of his energy and all resources around, then the mission possible.

## **9: Leading in Changing Times** (for leading properly)

When shifting from traditional web design to a more agile, results-driven approach, we faced significant resistance. Some team members were comfortable with old processes, and several clients worried about disruption to ongoing projects. We had a senior developer who initially pushed back hard against the new methodology. Instead of forcing compliance, I invited him to help shape the transition. His insights actually improved our implementation plan, and he became our strongest advocate for change.

The key takeaway? Involve your team in shaping the change, not just executing it. We succeeded because we created a collaborative environment where concerns could be voiced and addressed openly. When people feel heard and see their input reflected in solutions, resistance transforms into support. What seemed like a potential crisis became a catalyst for innovation. Our project delivery speed improved by 35%, and team satisfaction scores reached new highs. Change is inevitable—success comes from how you lead through it.



### Ensure Adaptability and Clear Communication

One that stands out was when we decided to pivot our focus from traditional content management to a more comprehensive content marketing service. It wasn't a small shift—it meant rethinking our whole approach, from how we created content to how we communicated its value to our clients. The change was challenging because it required not only a shift in our business model but also a change in how our team viewed their roles and how they connected with clients.

During this time, the biggest challenge was ensuring the team stayed motivated and focused. Some were uncertain about the direction we were heading, and others felt overwhelmed by the new skill sets they needed to develop. I realized early on that transparency was crucial. I kept everyone involved in the process, constantly communicating why we were making these changes and what it would mean for the future of the company and their roles. It wasn't about pushing the change on them; it was about helping them understand and buy into it.

## **10: Time to Jump Up** (for more upgrading)

### **More Thirsty**

Thirsty fish on the ground are looking for the way to discover water more and more diligently, more stronger, more harder, more widely, more deeply, and more urgently.

Just like that for making University is more and more stressful, more demanding emotionally, physically, psychologically. But I am finding that is difficulty to me but in some sense it makes me growing and growing. Without those challenges, we can't grow. Not only growing itself, I can't think of people a bit more deeply and also thinking of God's work, God Himself more and more deeply, personally, and His control in our ministry.

## **11: Sense of Urgency** (for waken up)

## **Decision and Deadline**

Decision without a deadline has no urgency. Also needs sub-deadlines if necessary.

So Decision and Deadline are hands in hands. Is that true? Why?.. Look at! Once people hear some deadline of project, they are more interested in than loosened. If it doesn't they don't believe it because they think that's not serious matter, that's why no deadlines which mean not sure when the landing is. So need deadlines definitely if we really want to make it

Let's talk about our mission to make university. We had deadlines to held Inauguration, August 1, Saturday. So people are waiting, also expecting that happens in that day. Not only those major deadlines, so there should be subdeadlines in place...

People needs to know WHEN to real beginning, and WHEN to real ending. Then it's possible to give assignments, responsibilities for completion. If not, we will naturally procrastinate and get very little done or, in the end become mediocre

## **12: Built to Last** (for longevity)

You never reach final success. You have to work at it constantly. Here are some guideposts.

Paint the Whole Picture. VISIONARY companies do not rely on any one program, strategy, tactic, mechanism, cultural norm, symbolic gesture, or CEO speech to preserve the core and stimulate progress.

It's the remarkable comprehensiveness and consistency over time that counts. It's the nearly overwhelming set of signals and actions—signals to continually reinforce the core ideology and to stimulate progress—that lead to a visionary company.

Sweat the Small Stuff. People don't work day-to-day in the "big picture." They work in the nitty-gritty details of their company and its business.

Little things, like business cards for salespeople at Nordstrom to send the signal, "We want you to be a sales professional." Little things, like Wal-Mart giving employees at the lowest level complete departmental financial reports to send the signal, "You are a partner in the company and we want you to run your department as your own little business."

Cluster, Don't Shotgun. Visionary companies don't put in place any random set of mechanisms or processes. They put in place pieces that reinforce each other, clustered together to deliver a powerful combined punch. They search for synergy and linkages.

Swim in Your Own Current. Even if You Swim Against the Tide  
THE real question to ask is not "Is this practice good?" but "Is this practice appropriate for us—does it fit with our ideology and ambitions?"

Obliterate Misalignments. If you look around your company right now, you can probably put your finger on at least a dozen specific items misaligned with its core ideology or that impede progress—"inappropriate" practices that have somehow crept through the woodwork. Does your incentive system reward behaviors inconsistent with your core values? Does the organization's structure get in the way of progress? Do goals and strategies drive the company away from its basic purpose? Do corporate policies inhibit change and improvement? Does the office and building layout stifle progress?

Attaining alignment is not just a process of adding new things; it is also a never-ending process of identifying and doggedly correcting misalignments that push a company away from its core ideology or impede progress. If the building layout impedes progress, change the building layout or move. If the strategy is misaligned with the core, change the strategy.

### Keep the Universal Requirements While Inventing New Methods

A company must have a core ideology to become a visionary company. It must also have an unrelenting drive for progress. And finally, it must be well designed as an organization to preserve the core and stimulate progress, with all the key pieces working in alignment. These are universal requirements for visionary companies.

However, the specific methods visionary companies use to preserve the core and stimulate progress will undoubtedly change and improve. BHAGs, cult-like cultures, evolution through experimentation, homegrown management, and continuous self-improvement—these are all proven methods of preserving the core and stimulating progress. But they are not the only effective methods that can be invented. Companies will invent new methods to complement these time-tested ones.

### THIS IS NOT THE END

But as you walk away from reading this book, we hope you will take away four key concepts to guide your thinking for the rest of your managerial career, and to pass on to others. These concepts are:

Be a clock builder—an architect—not a time teller. Embrace the “Genius of the AND.” Preserve the core/stimulate progress. Seek consistent alignment.

We think this has profound implications for what you take away from this book. It means that no matter who you are, you can be a major contributor in building a visionary company. You don’t have to wait for the great charismatic visionary to descend from the mount. You don’t have to hope for the lightning bolt of creative inspiration to strike with the “great idea.” You don’t have to buy into the belief that building visionary companies is something mysterious that only other people do.

It also means that life will probably be more difficult for you from here on. It means helping those around you to understand the lessons of this book. It means accepting the frightening truth that

you are probably as qualified as anyone else to help your organization become visionary. And it means recognizing that you can begin right now—today—to apply the lessons of this book.

Finally, and perhaps most important of all, it means working with a deep and abiding respect for the corporation as an important social institution in its own right—an institution that requires the care and attention we give to our great universities or systems of government. For it is through the power of human organization—of individuals working together in common cause—that the bulk of the world's best work gets done.

So this is not the end. Nor even the beginning of the end. But it is, we hope, the end of the beginning—the beginning of the challenging and arduous, but eminently doable task of building a visionary company.

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