



PREFACE

Characteristics of short-term projects

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

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

It is the role of a leader to create an internal automatic and spontaneous motivation(impelling: willingness, I wish to do). That is why all energy must be mobilized. There's no room for sidetracks. Even a small amount of energy cannot be wasted on unnecessary conflicts, competition, and unproductive things.

It is sometimes too much to do so, we can't care about anything else, so we have no choice but to neglect our family sometimes. We can never accomplish a given task with everything.

We must be crazy about the ministry we are given. According to the book "Built to Last," written by Professor James Collins of Stanford University, successful organizations, companies, and individuals are completely crazy about a given task. It used the expression cults-like. If we look at those cult groups, we're going to think that they're crazy.

As it seems, to succeed in anything, we have to be completely all-in and crazy. The success of short-term projects requires great concentration, high leadership, and simple management, and it must be clear when it ends if added.

When we invest energy from concentration, people think, and they want to know when to finish. Our leadership, our energy is exhausted, but also the energy of the people we work with is also poured out in a short period of time. Longer and unlimited time investment is actually too much. So from my experience, short-term projects shouldn't last more than two years. The best thing is between a year or/and a year and a half. It doesn't seem wise to cross the year twice. If you say short-term projects after Christmas twice, you can't give trust to the people and there is a high probability that it will end in failure, so I found these 7 elements -"why people are not successful of their plans." KNOW THE REASONS WHY NOT GETTING DONE - from my personal experiences; ①The Matter of Choice/ ②Beginning from the End/ ③Gain

Momentum ④Stick at Final Destination/ ⑤In-flight Motivation/ ⑥Brutal Fact & Stimulate Progress/ ⑦Level 5 Leader

Let's briefly look at what I found;

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

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

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

Introduction: KNOW THE REASONS WHY NOT GETTING DONE

I have found some criteria from the above personal experience for completion of Melvin University in 15 months, so I will call them, 7 PRINCIPES for SHORT-TERM PROJECT.

I want to write a challenge for leaders, especially for today's leaders. I used to get questions in my mind, "Why aren't people 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 in their plans." He wrote many things about why, the reason. It has also become my own question 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 start, settled one seminary (Nagaland India), and now completed Melvin University in Kenya.

The seven elements, called PRINCIPLE which I found are this: 1) The matter of Choice. 2) Beginning from the End. 3) Gain Momentum. 4) Stick at Final Destination. 5) In-flight Motivation. 6) Brutal Fact/Stimulate Progress. 7) Level 5 Leader. As you see this is not a perfect order to make it, but I just put my thoughts into progress.

I will summarize here briefly what they are.

Principle 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 give us what to do, then we have to getting that ministry done for God, for people.

Principle 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.

Principle 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.

Principle 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.

Principle 5 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.

Principle 6 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.

Principle 7 Level FIVE 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.

Appendix 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 the principles I found for successful short term project. Hope you get help from reading this book.

Byeongchea Seo

PRINCIPLE

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."

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

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

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

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

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

hard."

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

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

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

Our energy where we can get results. It means that we don't waste energy and time on what's not our main stream, which are other things. We have to Concentrate what we need to get the results that were planned. Our energy is not unlimited. Do we need to get results? expected? Actually its fruit is of sweat, of labors, of pain, and our trial & error. Also need the ability to decide...yes...so on..

We need to develop our capacity....competent..but how? We have to come down to the earth, which means here and now what is to do. Don't just dream. Every dream is too often and too much at same time, that is why those dreams do not come into reality.

Hence, we need to discern when, where, and what energy to put in. Of course we need to be trained on discernment which means correctly to be decided.

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!

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.

Choice in faith. I chose the PACE ministry about 20 years ago. It's better to say I met PACE through Melvin's first book. It's also a choice, and also the precious of God-given. The matter is how we have faith in our choice. For me, no options then, just was given me from God.

Many people today are saying "concentration & choice." Good slogan, but the question is, "how much do we believe in our choice?" Once I met P.A.C.E, there were already many people who have faith in it, in the world, just not only in the States. PACE was made by pastors & lay people together. It is exactly the ministry description that others don't have.

Many ministries have good philosophy and concepts and biblical as we know but sadly there is no ministry description clearly and memorably (not every ministry)...and even they don't do it persistently in the description..also nor branding constantly.

The reason is that they don't have faith in that "description," so no consistency naturally. ●