



PRINCIPLE

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.

There are 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 MU 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 MU. 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.

Communicating offline and online. I think the best one is offline talk which means meeting person to person, e.g., face to face. This is real and we see what's going on because we look at each other's facial expressions, gestures, attitudes, voice tones, feeling level, and so on.

In the early ages, we only meet and talk in the face to face, and later we used phone call, email gradually, but today we use Kakaotalk, software, device which is sending the text promptly, so we are comfortable to communicate, save time & place which is not to come and open personal computer at home.

The issue here is how we communicate online effectively. I found that we have to be very careful once we use online communication. We don't see each other face to face, so might tend to misunderstand each other, because we couldn't paint each word, so the partner is only guessing our intentions, our feelings, and our sincerity. So I suggest we need to write, to explain more in detail once we use online communication,

and especially between lay pastors and their flock.

Two kinds of leadership. I am finding there are two kinds of clear leadership in any organization: visionary leader and management leader. In the beginning every organization needs a strong vision-driven leader, but once the organization is settled down they need different, that's management skills.

Let's say of our organization, Melvin University. We needed strong leadership to open a university, but now we need management. What is the meaning of Management? What is the concept and definition of management? Management definitions by great management scholars: Some definitions from expert George R. Terry "Management is a distinct process consisting of planning, organizing, actuating and controlling; utilizing in each both science and arts, and followed in order to accomplish predetermined objectives.

Others: Management is a multipurpose organ that manages a business and manages Managers and manages Workers and work. —Peter Drucker: According to Peterson and Plowman, "Management may be defined as the process by which the purpose and objectives of a particular human group are determined, clarified and effectuated" One popular definition is by Mary Parker Follett. Management, she says, is the "art of getting things done through people." According to Harold Koontz, "Management is the art of getting things done through others and with formally organised groups." According to F. W. Taylor, "Management is the art of knowing what you want to do and then seeing that they do it in the best and the cheapest way possible."

Personally I accept this definitions for my best: Management can be defined as the process of achieving organizational goals through planning, organizing, leading, and controlling the human, physical, financial, and information resources of the organization in an effective and efficient manner"

Let's take a look at this one more closely: process of achieving organizational goals through planning, organizing, leading. Yes, my work in the LPM Korea has been mostly management just like the definition above. PROCESS is important. Every job needs process because people are not moving in one word and even not in one morning. So we need time, and sometimes we have gone through the neutral zone which means it does not happen at all for a while, then we have to give people time to think. Also the leader's job is planning, organizing and leading. As I led LPM Korea, I have done a lot in planning, organizing, and leading. Definitely I was leading LPM Korea, but prior to that, "planning & organizing" were clearly in place. Without planning & organizing, we can't lead any organizations. These two elements are skillful and in an artful job. Without knowledge, without skills we can't do it.

Let's compare Vision and Management. These two are equally important and without these two, our ministry and whatever couldn't succeed. But the timeline is different. We definitely need vision first, in the beginning stage. And once the ministry started as Dr. Melvin said we need "maintenance", but I can say it here Management. Maintenance is different from management. Maintenance is a simple and practical term, and also nuance is different between these two.

Anyway, I am talking about vision and management. Vision first and then management has to follow. The very metaphor is this: Vision looks like wedding, but

Management is just like marriage life. Wedding is done in half an hour, BUT its marriage life goes on for decades. That means once we have a wedding, we have to switch it into marriage life right away. Just such a vision is extremely important but we can't stay there forever.

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 initiates.

Let's talk about our project to shift Seminary to University. Is there enough sense of urgency? I used to ask myself and asking 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.

My personal case was when I made a difference from the Institute to the school. When I was in my sixth year at the LPM Korea Institute, I felt the need for a school and began to worry. At that time, I went to Yale Divinity School in New Haven, the U.S., for a while, and I started talking to Korea Institutes and core staff about the necessity of the school. First, I'm talking about the necessity, but it also meant to expect changes.

There were some different reactions when we talked about the transition to school. There were some staff members who looked at it positively, and some people responded that they couldn't believe it, and even said "the U.S., the headquarters of the ministry, didn't set up a school, so is it necessary to set it up in Korea?" Furthermore, even some responses, "isn't the direction of this ministry a school?"

What I felt at that time is that the person in charge of the ministry and the people who help it have different thoughts. The other is that the more I do that, the more I should not be swayed. I also learned that I should not be too shaken while converging the various thoughts of the members with the leader. I was becoming more and more determined to establish a school. Almost no one can't stop me. Of course, I thought that I was entirely responsible for the failure and success of the school establishment.

As we proceeded, the three steps presented by Dr. William Bridge were working, so moving forward slowly. There were "Ending," then "Neutral Zone," and "new beginnings" which is preparing for School Establishment. It was a three-step process: [notification] to them; [giving time] to think; and [new beginning].

However, this three-step process and progress are not marked like a radish, and of course, I felt that it was clear for me to lead the change, but the overall flow was almost overlapping. In other words, Ending, who forgets the past, felt that it was entering the Neutral Zone, which is a little overlapping between Ending and the Neutral Zone. And we went into the new Beginning, but it was also slightly overlapped with the previous Neutral Zone. Namely,

I felt it was the responsibility of the leader to make sure that these three steps were smoothly overlapping, and at the same time, I felt that we had definitely entered the next stage.

It is natural to go through these three stages of change. We can't go straight from stage 1 'ending' to stage 3 'new Beginning,' and it's actually pointless to hope so. People must be given an intermediate level of second stage. It doesn't go straight from the past to the future. No, they can't move. If we try to go right away, problems arise and efforts to change are likely to end in failure.

We have to give people time. In other words, time should be given to accept new things, to decide whether to do it or not. Doesn't it take time for mushrooms to grow, and doesn't it take for bamboo to grow, or even to give birth ten months to a baby! Some could take years. Thus, it is necessary to give people time to think, to embrace change and prepare for new things.

Too mediocre. As you know, we need sense of urgency always because the life today and the ministry today are very different from the past. e.g., people are busy also they are 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, coincidently, I found one of them was my students who were in may zoom screen who should be in my class, so as you guess, he is not in my class but went away with the teacher for working over there.

I really surprised and disappointed, "why the teacher is doing, acting like that?" He is gone for the work is ok for himself, but why he took students whom should be in my class! So I wrapped up my class two weeks ahead of my appointment. Students have problem, also teacher has problem. That was 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.

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.

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 MU 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 MU 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.

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

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

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

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

waste. All decisions are considered correct unless they are robbery.

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

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

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

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

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.

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.

To go to work. Some people might think that it takes a great idea to start a great

ministry/organization. But actually starting an organization with a "great idea" might be a bad idea. Few of the visionary organizations began life with a great idea. Like the parable of the tortoise and the hare, visionary organizations often get off a slow start, but win the long race.

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

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

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

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

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

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

Above all, we needed 25-30 workshop leaders from all of the PACE network churches, and I found they love to come and teach what they have in mind, for instance their experiences between good and bad and these sharing was really helpful

to the listeners in the workshop class, because it's real stories. So I can develop many new leaders in this ministry and once they come they take their congregation with them, and their congregations are very proud of their pastor because they are the conference teachers.

And we headquarter can check out those ministries working good or weak and if they have any problem, we also find how we have to help them; those churches and develop resources adaptable to each of them. We find what they need at the next conference one or two years later? I have learned a lot once I first attended St. Louis on April 2,000; there at the ending time of conference they announced Venue of next conference, mostly 2 years later. They have conferences every two years, in the last week of April. It was their policy and I found it is wise strategy, because even I right after conference waited for attending two year later conference, so easy to remember April in the even's year. Therefore, Korea has decided to hold conferences every odd year.

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

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

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

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

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

In the end, intellectual people made growth of our ministry and organization into entire of Korea. Without them, our ministry couldn't make strong system and structure and on top of that they were fenced and also protect our ministry even for me,

Byeong. I belong to one denomination so my networking with pastors group and friends were limited so those staffs were come different background and different denominations, so they know many pastors in their denomination and pastoral colleagues around them, so it was really helpful with working together.

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

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