



## PRINCIPLE

### 5

# 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 be 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.

Meaningful and worthwhile. People today are checking out whether is it meaningful and worthwhile? For example, I met a junior student whom I taught at his Sunday school. It was a long time ago, around 30 years ago. I was associate pastor at one church in Toronto Canada and then he was a Sunday school kid, but now he is around 43 years old and a Graphic designer. One day he left a message to me on my face-book so finally we met downtown in Seoul.

While we are talking about his job as a Graphic designer, we agreed that he makes some banners with graphic design for the walls of Melvin University. Then we were talking to each other, is that meaningful and worthwhile? I think it's a proper question to ourselves. It's also a kind of ministry, using our talent for doing something good for people and also for the kingdom of God.

I think people as volunteers, as non-paid ministry staff, need alternatives which we are saying are meaningful, worthwhile and some says significance! Yes, that's true. People today look for something to contribute themselves. That's natural to human beings. As you know, Abram Maslow, an American psychologist said people want to be self-esteem in the end. That was the highest one of the ladder in the hierarchy ladder. I read one book, 'Success to

Significance' which was followed after the book, "Halftime."

Maslow's hierarchy of needs is an idea in psychology proposed by American Abraham Maslow in his 1943 paper "A Theory of Human Motivation" in the journal Psychological Review. Maslow subsequently extended the idea to include his observations of humans' innate curiosity. His theories parallel many other theories of human developmental psychology, some of which focus on describing the stages of growth in humans. He then created a classification system which reflected the universal needs of society as its base and then proceeded to more acquired emotions. His theories, including the hierarchy, may have been influenced by teachings and philosophy of the Blackfeet tribe, where he spent several weeks prior to writing his influential paper. The hierarchy of needs is split between deficiency needs and growth needs. The theory is usually shown as a triangle in illustrations.

Team Ministry. Two things come to my mind about team ministry. One is "whether it is helpful?" or rather "damaging when gathered as a team?"

Once we talk about a team, it's common to talk about things like, "It's better if we work with each other," "we can't do it alone," "we have to form a team to go in the long run," and so on.

Marlene Wilson, an American Volunteering Expert, wrote in her book, "How to Mobilize Church Volunteers," there she talked about three things that happen when we get together as a team: one is Synergistic, the other two are Symbiotic and Parasitic. In other words, Synergy is  $1+1=4$ ; Symbiotic is  $1+1=2$ ; Parasitic is  $1+1=-4$ . Isn't it meaningful? and the team leader has to think of this phenomenon.

Another one is Dr. Patrick Lencioni, an expert on the team's "dysfunctions." He emphasized that we have to be careful of the team's dysfunction and overcome it. He made this progress: [Trust > Conflict > Commitment > Responsibility > Results]

If we have weak trust, there is conflict. If the conflict is unresolved, the commitment is insignificant, and the responsibility is weakened, and the consequences are fatal, so we have to keep these five things in mind at all times.

There must be a proper reason why our team is here. In my case, our team was formed early on to serve. I didn't think of anything systematic about it, but I always emphasized two things: First, take care of each other. It means that each person is responsible for each one's growth. That is, care and growth together. The second was achieving the goal. The focus should not be missed on the results. In the case of gathering at the level of fellowship or friendship, there may not be such a goal, but a group gathered for ministry or special purpose is an inevitable task to achieve its goal. So I've always tried to achieve

both here "care and growth;" and there "achieve goals."

By doing this, the concept of family ("We are family") and the pursuit of meaningful and worthwhile ministry were in place. When these two things coexist well, the team members feel satisfied and happy in the present. It is to continue to feel meaningful and rewarding with expectations for the future.

When the first one is insignificant, the warm atmosphere is weak, and the level of commitment decreases. On the other hand, when the pursuit of results is weak, there is no personal burden, so they cannot grow, so they are prepared to leave as complaints arise. It's uncomfortable to feel the burden of being not removed, but otherwise, personal spiritual growth is not possible, and we don't feel a sense of accomplishment in the ministry, so we'll be ready to leave soon.

Dysfunctions of a Team. We cannot avoidable this topic, because what we are doing in the ministry, is definitely team ministry. So we need to deal with this issue. As we know the expert in this area is Patrick Lencioni, wrote the book, Five Dysfunction of a Team. You can see more in details about this at end-notes. I will just pick up a couple of important concept which was helpful to me directly, and I will write down here.

Above all, he talks about "hesitate to ask for help" in the first section: if we don't TRUST each other. This is an interesting part in the team. Do we hesitate to ask for help? Why? Of course we can't ask right away after encountered now, a few minutes ago, but time passed a few months, a few years we can ask for help, not only financially but in the areas of ministry. One of my colleagues is doing this very well. Actually I am an introverted person in this area. He approached me and ask for help very easily and in ordinary. Sometimes I am embarrassed a bit.

And then he mentioned about Conflict. As you know there are conflicts once people work together for something. So conflicts among them are natural. We don't need to avoid this, in somewhat it might be helpful for all. Most of team members are afraid about this issue, Conflict. But I found some of competent staff-members in Korea tend to accept gladly to get discussion, dispute in harshly, but in the end we will get more good solutions, and more productive.

The third issue is on the Commitment. Through Trusts, Conflicts, its team member are getting to tie stronger each other, because they discussed and disputed a lot, and found each other for possible working together, and smoothly moves on to Commitments. If we overcomes those previous two, this third one is naturally happens.

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

Last one is what we call, the Final Destination, e.g., the Result what we had planned in the beginning stage. After all we, team, exist for this final stage to get results. If we didn't get to expected result, how desperately disappoint of it, and all to stake-holders as well, it will be terrible experience in their life.

As you see there are five process of term ministry, and if there is dysfunction on each, we couldn't make what we wanted, so need to look at how it functions well, and also to modify those dysfunctions before too late!

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.

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.

Also, 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!

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

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

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

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

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

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

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

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

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

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

Reactive vs Reflective. As you know, there are two kinds of people once to cope something. Directly, Steve Jobs of Apple Computer was a reactive person, and Bill Gates of Micro Soft was a reflective person which I read from some article.

As you think we need both approach style in terms of situations and circumstances. Because sometimes we need to be quick to urgent situations, need timely decisions. Also in the another time we need to think for a while once a long project is going and just keep it going well, we don't need to be quick, quick style. So according to circumstances we have to decide which style is more matcher than others.

Much later, Steve Jobs changed his style to be reflective, then he doesn't need to be a quick style all the time, and also Bill Gates changed his style a bit more to be reactive! So he doesn't need to decide everything very slowly.

Actually, I am a definitely quick style, yes it makes mistake and something wrong once in a while with that hasty. But I like to say here. Once we start some ministry, some project, we need to be quick decision, as Peter Drucker said, "Timing is everything," so if we miss the opportunity, e.g., timing, everything might be distorted before to start-up itself.

After start-up, we need to be more reflective approach because some people couldn't follow our speed, and some have different approaching style even among our key members, they have different life experience, and different background, different philosophy academically, so to be reflective approach is more wiser in the flying time, in the course of procedures. No need to be quick style always, but once it should be done on time, we shouldn't be hesitate for it. This is what I mean here.

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.

Emotional and intellectual. I found that those who were joining the ministry were in two styles: Emotional & Intellectual. Emotional people get off to a quick start with a burning passion to the given work. As we know, the planned ministry or project must be a 'start' definitely, so these people are absolutely necessary.

In other words, a style like Peter in the Bible is essential at the beginning. Perhaps irrational, reckless, impulsive style, but still much better than someone who sits back and calculates about success or failure.

You will remember the Wright brothers, who invented the airplane. The brothers had extraordinary passion to invent it at a factory underground and work there. They started. After a few failures and trials and errors, it was eventually known as the Wright Brothers when it came to airplanes.

However, according to one report, another team was planning to invent the airplane a little away from the Wright brothers at the same time. The team consists of faculty from top universities, professional scientists, mechanical engineers, and government financial support. But it ended up with a desk discussion. The team would have looked at the possibilities as a group of intelligent people. However, the given mission has not been accomplished, and perhaps this is a characteristic of intellectual people. In other words, it is compared to emotional people.

In Korea, emotional people came first as staff when starting the Lay Pastor Ministry Institute with Melvin's resources. When I talked about my vision of "helping Korean churches with this ministry," some first answered "yes" and served as a founding member and became a cornerstone for the ministry. Today's Melvin University could be possible because they joined right at the beginning.

By the way, in the ministry, it is difficult to achieve the goal with only these emotional people alone. I found that there is a team to startup, and another team to mature, and then another to complete it, that's where the finish line and landing spot were given. In other words, more intellectual people should

join in. But those people don't join in the early stages. They might consider various things, look at the progress, and decide whether to join. If it's from 1 to 10 stages, Emotional people join first or second stages, and then intellectual people join almost sixth or seventh stages.

Anyway, a leader needs both of those kinds of people and should be prepared to accept either. First people, emotional, will need encouragement, and second people will need confirmation of what they have done. This is because intellectual people want to make sure that their leaders recognize their attempts and what they have done.

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.

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.

Continuous improvements. Do we want to improve our organizations? our ministry? The answer is to change "how-to," not what to do. Look at Lay Pastors Ministry. What is it? It is changing "how-to" do ministry, e.g., from the old system, traditional system to new paradigm. Changing "how-to" because the old system, old operation is not good in the light of the present situation, and

it doesn't work any more. It was ok and good before but no more.

Changing operation? Operation differently! How? Hundred percent of change in the one morning? or changing gradually? Operation is "how to do it" to get done! which means in the Dictionary, "the fact or condition of functioning or being active!" Function is the same as role, which is "how to act" for the purpose and intended goal.

Lay Pastors Ministry is to change the function of pastor & lay people, changing operational methods. Before, the pastor's function was 'long ranger,' so saying "follow me." But to change from function & role. No more lone ranger but encourager, equipper, guider, helper, which is their function, operating method into the biblical way. It is to transform, to change the operational way in old fashion to new fashion, to adapt in reality today, that's the only way to improve our church, and our ministry continually.

Future that has already happened. The important thing is to identify the "future that has already happened" We live now, but have to read the future. What is that? Lets talk about this in the light of Lay Pastors ministry; now but future or future and now.

If people are talking about caring's problems in their church, or lack of caring individually, it signs that they need Lay Pastors Ministry which means LPM is already here, in their church. No? Not yet? Yes it means we need to prepare in advance because other churches are doing already, and other countries are doing this ministry.

Future is not here yet, but its signs, phenomenons, clues are here. It means we have to read that "future" is very near to us already. That means we have to read future wisely. So we have to prepare the sooner the better. If we look at the future physically, it's already late. We have to take future in our hand, and have to draw future to our place, in the other meaning.

As much as we prepare for the future, it will come to us shortly than others which mean we cope with it nicely than others, so it will be cut down our worries to be happened. If we don't get it in advance, we are already late. Because it comes in the one morning without knowing it consciously.

To read future in advance is also we, leaders' job and responsibility. Future is not over there, it is here already, the matter is that we could identify it or not.

Lets say one illustration: once I got to know Melvin's book from Professor Elsner of ACTS in Soul, she suggested me the book and said "Korea churches will need this book and this ministry in the near future." It meant we live now but I felt her prediction is not very far from now, even it's here because I felt it in emergency!

Actually Korean churches are waiting for something to be happen, they

wanted to get out from the status quo (present situation, current situation), which means they wait 'future,' in other ways they have seen the future that has already happened.

How do you see the Lay Pastors Ministry? Is it here? in the corner of your church? even though never seen it physically? Coming to you soon without knowing it, so prepare for now to accept it. If we are waiting for that until every one in church, in the group known physically, its already late. Better to get it now.

I had read the book, *The Daily Drucker*. Peter Drucker was a.k.a. the "Father of Management." He wrote more than 30 books, so his colleague Professor Joseph A. Maciariello (Claremont, California) made of ONE volume, the comprehensive book, called 'The Daily Drucker' which was selected precious insights from those books. So I read thoroughly this book for a couple of times, then picked up some useful clues that might be possible to apply to our ministry, so prepared this journal, titled Lay Pastors

Peter Drucker was an ordinary christian, but he was effected to the many Maga churches in the State. There was the man, named Bob Buford, he was also ordinary christian but he became famous through what he wrote the book, *Halftime*. Bob read Drucker's books and listened his lecturing directly, so Bob suggested to Drucker that "lets help American churches with your ideas, and philosophies of management and opinion about churches. It will be helpful." So they agreed each other, then gathered about 40 pastors of Mega churches, including Rick Warren, Bill Hybels, so on. Mainly Mega churches' pastors. They already knew Peter Drucker, so easy to gather ...for two nights and three days, they listened to Drucker's teaching for churches at one hotel in Texas. More in details on it are in the Buford's another book, *Drucker & Me*. You can read it.

Leading the significant ministry. I have trained one church with PACE, so one of trainee made circle at 10, means she wanted to do this kind of ministry in her lifelong, and she helped, cared for people very well many years already, and it was more effective than associate pastors, she was trying to do this caring by herself, nobody in the church, even church are not recognized and publicize, so she was dying of burning heart, by the way through the PACE equipping seminar her burning heart was rekindled inside, so she became the ministry leader of PACE in her church, and later she became one of national leaders, and finally helped to start PACE Seminary, Nagaland India.

Another example was that I have heard from one pastor of PACE network churches. He said one day their ministry leader of PACE, Mrs. Oakja Kim came to pastor's office and expressed gratitude to the pastor because church gave her to lead this PACE ministry, so she felt self-esteem through her leadership, actually she was just ordinary wife of farmer, and of course herself was a farmer

all of her life, so she thought her life will end with poor farmer's wife, but one day she became a leader of significant ministry for her church. So it was a fascinating story to hear.

Another story was that I have trained at one rural church for two nights, from Wednesday night, and Thursday night, usually starting at 8pm and finishing at 11 or 12 midnight. On the second evening, we started about 8 p.m., and went on the session until the next morning, 4 am. When it finished about 4 a.m., I asked the participants to say something, and then nineteen people were there. They talked about how they feel about the training, and expressed it one by one, but one gentleman, named Mr. Han, looks about 50-years-old, he said that he is going to promise two things through this session.

One was to talk to his wife, she was also there, but looks very young, less than 30 years old, anyway he said very sorry to his wife at that moment, because he was drunk almost every day, he is actually a patient of defoliant which got from Vietnam War, so his life desperate past many years, so he has been behaving to his wife badly, he said sorry again to his wife in front of us.

And the second promise was that he wants to do God's work from now on, then we didn't know what he meant, but later on I heard from the pastor, and also I have seen with my eyes many times, because I have visited and re-equipped them in the next few years. First, he made LPM Office in the compound of the church that was big enough to sit 15-20 people, lay pastors were gathering at the office all the time, once I visit the church I sat there and talked with them, and he did other things that made pond with pretty fish in the front yard and also got up 4 a.m., early morning every day, to ring the bell which is traditional bell at rural churches, even during in cold winter season he got up so early, probably 4 a.m., come to church and ring the bell, so people come to church for dawn worship service, 5 a.m. He changed through PACE. He kept the promise for the next many years.

Mrs. Yoon's is also another case. She was a member of Hallelujah church. One day pastor David Kim asked her to help PACE ministry in their church; those days about 5,000 people were attending the church. She didn't know exactly what the PACE ministry and Lay Pastors Ministry was. However, she was dedicated more than thirteen years for this ministry, for her church, and for God.

As we see the stories up to now, lay people find good things from this ministry, that is why I put 'hope' on this ministry. It gives them to church, and also they grow, and they love what they are doing, so they felt real accomplishment. And their self-esteem became much higher than before, and

on the other hand it gives them freedom to use their God's given spiritual gifts.

When we talk about freedom of lay people, there is no need to misunderstand! Actually they are not bondage in the hands of the pastor. Freedom here means they need to use their spiritual gifts. Everyone has spiritual gifts as we know, of course there are different opinions on how many spiritual gifts in the Bible. For instance, Melvin says 27 gifts; John Maxwell 24 gifts; James Garlow 20 gifts; Ronald 15 gifts; some says 20 gifts. Major differentiation is how to see Ep 4:11-12, some think those are also spiritual gifts, but others don't count them as a spiritual gift, also some distinguish spiritual gifts and ministry gifts that is why there are many different opinions on the number of gifts.

See the possibility of growing in them. People can be better people, it's up to how we see them, how we treat them. I think there are two ways people grow: 1) by themselves; 2) from others.

For instance, I grew a lot through this ministry,,,but Melvin contributed to my growing what I am for now. So sometimes other's perspectives might decide whether we grow or not.

What's the function of PACE? yes Caring..just caring? We start with PACE, e.g caring...but ultimately we help them to be better people..aka. make a difference.

People have mostly low self-esteem, but Melvin's perspective was on me positively and also possibility in me, he helped me to wake up to that potential. People can be better people than in the present situation...not physically but mentally, psychologically, spiritually whether whom they met.

Everyone has the possibility of growing in them. But why some don't grow: non-assignment, never realize why they need to grow. There are factors to grow: from a teacher to a colleague. Look at our congregations why they are still in crippled, non-matured, probably some don't know how to grow.

Melvin said most failures come from non-experienced, but my paraphrasing, through trial and error, which means through failure, they are growing, and can be an expert in the end.

When I jumped into CPE in Woodstock, Ontario Canada, our supervisor Dr. Muriel said to me, "Byeong, you are just an embryonic whistle, young boy." She meant I am not matured yet, and through CPE, my trial and error I was growing slowly. So in the beginning of any ministry, we are non-matured and not experts yet, so might be making mistakes but slowly we will be growing. So only practice make us grow, and we need to remember and treat them that everyone has possibility of growing.●