



PRINCIPLE

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BRUTAL FACT & STIMULATE PROGRESS

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

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

Let's talk about our project to shift seminary to university in Kenya. Actually, the fact, reality is terrible. No promise at all, no money at all, no manpower at all, no experience at all, only failure experience for me, because I tried to make university in Korea but failed. For me, there is no land at all, no money at all, so someone put some money for buying land, but constructions and preparing Documents needed huge money, approximately 6 million dollars needed even excluded the land. Finally Dr. Melvin advised me, "Byeong, you'd better to stop.

You are not kind of money-making person. That's not your talent." So I stopped.

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

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

You know this idiom, "failure is the mother of success." This is true to Rev. Rick Warren of Saddleback Church in the States. He once said, "one truck of failure's story, but one book of successful story in the Saddleback Church." Saddleback is the most biggest church in the States. Even though, they had a lot of failure experiences. No afraid to be failure, it does not matter. It should be there, and it is there always. But they prayed and keep in going, finally they made it. One more illustration in Korea, it is Hallelujah Church. They were built the main building, so they have been dig a big hole for sanctuary but IMF came into Korea, so they stopped the construction, and then heavy rain filled that big hole. It lasted 10 years without progressing construction. They had worship services at small gymnasium, even the members were around 5000 people, so they prayed, endured, persevered for next ten years, actually nothing happened even prayed a lot, many people left away, but they prayed and keep on going. Even senior pastor was in oscillation; staying here or back to the States, because his children were in the States, they had US citizenship. But he was keeps in going even in the midst of terrible realities.

Finally they were succeeded in built and even the building got the first prize as the most beautiful building in that city, whether church buildings or secular buildings. So the senior pastor retired happily without left any debts.

That's it. We see the reality but have to keep in going if we are a great leader. People want their leader to be like this. Of course Melvin Theological University will be progressing like this, and in the end, we will make it.

Books on the Leadership. Today, I am reading books on leadership plus management a lot more than before. One day I found there is a nice website for free-download pdf books, oceanofpdf.com. You may get help from this website as well. I look at those books in there and free-download and make

binding books at stationary near my place.

To buy those books themselves are expensive for today and on top of that it's hard to carry those books to Kenya, So I found this is the best system to make pdf books, that's pick up those books and read them itself from the website and select whether it is useful or less useful. Also easy to get the books in my hands. If we'd like to buy any book, we have to order book stores here in Korea or to Amazon, USA. It's very inconvenient to order and to pay for them by visa card, and I don't have a visa card myself, so it' really easy to get books that I need from the website and make binding books. I have done many books and some were brought to Kenya already. I will do this continually.

Studying books and preparing for teaching in Kenya is doing good here in Korea. I found some difficulties in Kenya to study for myself because there are whether is to hot, and electricities not good conditions all the time, and also no bookstores around our university, at Oyugis, Kissi and even Kisumu town...were NOT bookstores, especially to buy these leadership books are really hard to get it, so I better to pick up those books and study myself here and only teaching in Kenya, at Melvin University.

In reading these many leadership books today, I found there is one important thing. Those who have written books were failures in their early lives. Not everyone definitely, but mostly they failed. There were various kinds of failures, by the way, in the end they found books at the library and read many books especially on the prominent people in the world, their biographies, then they found they became successful in the world. Especially those people I met in the books, what I read was that they became not only successful but also they wrote many books on "self-help." That's why I enjoy reading those books, because they are really helpful for ourselves, called self-books. Through these books, our self-growth is growing. Self-growing is important. I am not talking here about money, being richer in the world, but spiritual richer, life itself becomes rich.

Why is spiritual richness important? People in the world are hungry for something. What is that? We can ask ourselves, "we are living in a richness of mind" I think this is a more accurate approach. Once we talk about spirituality, I have learned personally from the CPE setting that it's not only in religious aspects, but everything in spirit; that is even joy, sorrow, sadness, disappointment, discouraged, feeling loss, etc. So through these books, called SELF-HELP books, we can revive our bad spiritual status.

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

Once we are doing something we tend to, "making perfect." Yes, we can make perfectly, and that is the best. But we shouldn't think of that way too

much, and if we focused on the perfection, we probably cannot make it, just like speaking English. When we are learning spoken English, most of us have this experience as follows: One of my colleagues who was studied at English department at University. He was tried to be perfect at grammar of English, so whenever he talks with Americans, thought of being a perfect grammar. Undoubtedly, while he is thinking of the grammar, the person in front of him ray away, gone without waiting for. That's the reality.

So once we are trying to do something, if we think of making it perfectly, we cannot moving forward, so that's why only focused on the being a perfection too much is not wise. I read many books on leadership and management, but the way, most of books were not talking about perfection in making something, but mostly were saying, "just trying something a lot, then pick up what is working." I think this is truth and keep in wise choice.

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

I have used this metaphor for a few times. I was jogging at school ground which is close to my place in the early morning every day. I was walking slowly in the beginning, but it was not enough for my physical exercises. I said myself just walking is not enough, no good for my health. So I need to change my p'ace, speed, because one of my colleagues advised me to "exercise until you get sweat." So I have begun running since then. It was nice and I got sweat in 20 minutes, and come home for take a shower. Very good feeling!

So I shared to Ogillah that we need to go forward, and sometimes just like splinter, sometimes marathoner, sometimes, a little slow. But I found and warned to him "going slowly" should be very careful. If we go slowly .just for two weeks, people might think of, "Byeong & Ogillah must be stopping soon, because they are almost sleepy."

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

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

I'd like to talk here about "to grow in faith," and "sharing God-given gifts." Those two are the most relevant to my ministry. Actually, this is all we want to do in our life. We want to "grow ourselves and contribution to others" through what we have. That's natural aspects to human being. So, here the matter is how to grow and where to contribute. As you know to grow is coming from

many resources: schooling/learning, relationship with other people, through doing some ministry. Also learning formally and informally are also important.

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

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

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

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

Giving and Receiving. I read a book titled, "Give and Take" (Adam Grant, 2013). First, the title caught my attention. I haven't read it in detail due to time, but seeing that the subtitle is attached to A Revolutionary Approach to Success, giving it first seems to be directly related to success. If we give it first to succeed, it seems to be less justifiable, and it means that we will return as much as we give it. What does it mean to give first? It can be said that we do it to receive it. There is something called PUMACY in Korean, which has the concept of give and take.

I recently started to help a professor at our school who wanted to do a Ph.D. Our school is still done not have those programs. Fortunately, he was accepted because I wrote a letter of recommendation for him to enter a university in the United States. A long three-year journey has begun. It was not easy to help him up to three weeks of homework. I think it's harder than when I got my own Ph.D. a long time ago. Still, I said I would help, so I will keep my promise. I think this is also a kind of giving. I thought to myself what I would get when I said I would get it if I gave it.

Margaret Clark, a psychology professor at Yale University, said that most people are more likely to give in marriage or friendship, that is, the closer they are in a relationship. But in the workplace, giving and receiving is more complicated. In the meantime, from the perspective of experts, it is extremely rare to be in the stage of giving and receiving smoothly, he said, adding that this is the different style. In other words, when giving and receiving are equally matched (matchers) do so. In other words, the theory is that when helping others, people protect themselves while pursuing "interrelationships." ("Personality and Social Psychology Bulletin," 1993, pp. 685.)

Of course, I personally don't necessarily have this matching theory to help him now, but I think it makes sense. Because I found that it was enough for me and that there was a reward. I summarized what benefits I have.

First, it is true that my grammatical efficiency of English is improving. I went to middle and high school in the countryside, and moreover, I went to a business high school, so studying English is less emphasized in the school itself, so English grammar is too weak, so I have been thinking about it for decades. It's a little better, but the foundation was so weak. However, the problem is being supplemented by helping with his degree study in this time. Second, I am indirectly learning those schools' own operating system of American universities. In the past, when I entered for my Ph.D. and studied, I had no time to pay attention to management of those universities, and moreover, I am learning a lot this time.

Also, I am grateful that I am becoming the person who needs me while helping others study their degrees, and I think it is also a matter of gratitude that what I have fills and solves the other person's needs. The other person I help has what I don't have, but he is a person who will contribute greatly to the development of our university. As we fill each other's needs, the logic of "give and take" naturally establishes. Even if he doesn't give me anything directly, he will work harder on the public interest of university development, so it is expected that he will play a role more than material help to me in the future.

Through this experience, I also ask myself the question, "How much have I been helping others so far?" Of course, it is true that I helped many churches

through the Parachute Institute, and also tried to make Melvin University present. However, on the other hand, it was also an opportunity to realize that something that was lacking was true.

Opportunities. God gives us opportunity, and definitely it is all the people in the world, whatever which country they are belong to, whatever their background, it does not matter as we know.

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

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

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

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

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

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

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

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

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

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

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

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

Necessary of change. LPM Korea Institute had started in July 1999, because our founding members said this name Institute is very proper for our job, so we thought our organization exists for both: 1) study LPM and 2) help churches. There were many possible names; Institute, Training Center, and School. But we thought the Institute is the best concept to start.

I think we were successful as an Institute, meaning we tried to study materials as much as we could, and adapted those materials into the local churches. It was fit to our intention and desire to our staff, so mostly satisfied with these paradigms of our organization in and out. Basically it improved us academically, theoretically and skillfully on the field.

Then two years later we needed to open a Training Center just beside the Institute itself. We recruited theology students, pastors, and laypeople into our training center, then we studied with Melvin' first and second book. Through the Training Center I got to know many new people, even many foreign students. Through this ministry I was invited a few seminaries, at there, some foreigners were interested in this ministry, so we have told them to make group of people then come to our Training Center once or twice, or several times, and sometimes we went to retreat center together, through that events I have touched many countries, so expanded our ministry to overseas, then our ministry were going ok, and go forward smoothly.

No more interested in the present ministry. In 2006, I remember that when I was at Yale University Divinity School (YDS), in New Haven, USA, as a post-doctorate, I had a strong feeling that we need to make school, formal or informal whatever, so I sent email many times to our staffs in Korea, I said "we need school, so as soon as I returned to Korea from New Haven we will try to open school, even small and informal schooling system." Our staff understood what I meant. Soon after I came back to Korea we started a schooling system, a kind of private and informal system, of course we did not have a big and nice classroom, so we shared from our staff's small basement of his church.

Since we have done two years for schooling, then we started a foreigner's ministry called PIF, PACE International Fellowship with Dr. Timothy Kaping who was interested in PACE and trained with me PACE together. We then still wrestled to make a formal accredited school so bought the land and struggled to build building...by then, Dr. Timothy and other foreign students who came from Nagaland India told me that how about making PACE school in Nagaland India, it is much cheaper than Korea, so finally we started PACE International Seminary (PIS) at Dimapur Nagaland in July 2015, now the school is going on smoothly.

I still remember vividly why we needed school beside the Institute. When I was at Yale Divinity School in New Haven in summer 2006, I was looking back on our seven years' ministry, so I found two issues: 1) Our staffs are no more interested in the ministry as an only Institute; 2) We have used most of Melvin's basic materials up to then.

We need to find new things. Those two issues were very urgent for me to change. 1) Our staff are not growing anymore, they have grown a lot in the last seven years but stopped growing now, the main reason is that they don't have a new job to challenge for themselves. They know everything that I already know, because we have worked with each other very closely and shared everything; ideas, insights, experiences, so nothing new to them, even about me, their leader. We want to grow, so I thought this is my job, my responsibility to show, to give them a new task; if I don't give it to them, they will leave me and this ministry soon or late. 2) We need to find new things from Melvin's, and develop new materials, I mean more additional resources, and the most important was that I want to use fully Melvin's materials, but churches are limited to adopt, adapt, to use our resources, I mean they want to stay at PACE itself, only basic Training Manual (32 pages) itself forever, even big church, like Hallelujah church (6000 people) used only the basic Manual last years.

So I thought once we make school we may use Melvin's materials, for instance, a second book, Monographs, and make them upgradeable. Churches were not that kind of level. They don't need a higher approach, so I was right that I found PACE school now using every level of resources freely.

And another issue was in my mind that the question, "what is the ultimate end of this ministry?" Through checking the para-church ministries in the world, especially in the States, the best option was finally to make school for longevity, and most of parachurch ministry died, closed down the door in a few years, probably average 5-6 years just like how I felt then, so the longest one was the school. Only as an Institute is it not possible to have longevity, it was very clear to me.

THREE: CULTURE. Every church has its own distinctive culture. Each member of each church is an integral part of its culture, participating in its creation and perpetuation and adapting to its distinctives. According to Edgar H. Scheim (quoted by Stevens and Collins in *The Equipping Pastor*) culture includes:

- a. The observed behavioral regularities. (Example: people do not pray out loud in groups in our church and they will be embarrassed if you ask them to.)
- b. The dominant values. (Example: church attendance is the ultimate expression of spirituality.)
- c. The rules or "ropes". (Example: the usual way to become a member of the church board is to serve several years on the finance committee.)
- d. The feeling or climate that is conveyed. (Example: it is not acceptable to raise one's hands in worship.)

The culture is either a barrier to the Lay Pastors Ministry or a carrier. If the members of a congregation have the idea that only the ordained clergy can give pastoral care, a lay pastoral care ministry is doomed from the start. Conversely, if the members believe God calls lay pastor as well as clergy to do significant ministry, a lay pastoral care ministry will likely succeed.

There you have it: timing, leadership, culture - the three essentials for a healthy ministry, which, if not intentionally respected, may cause a ministry to fail. This gives us all a lot to work on.●