

REFLECTIONS ON THE LAY PASTORS MINISTRY WITH PACE

HOW WE CAN LEARN TO FULFILL GOD'S MISSION IN THE CHURCH

FOR STUDENTS, PASTORS & CHURCHES



BYEONGCHEA SEO

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Reflection on the
Lay Pastors Ministry
with PACE

*New Paradigm
of Ministry for Today*

Byeong chea Seo

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CONGRATULATION!

Dear Byeong,

Congratulations on your book, *Reflection on the Lay Pastors Ministry* and leadership in making the School which will be vital to authentic, quality, and effective Ministry of Lay Pastoral Care into the future of the churches in Nagaland India.

God will bless you for the strenuous effort you are giving to this project! However, as we leaders of Christian ministry know, it takes more to do God's work than our "strenuous effort." Jesus puts this way, "Apart from me you can do nothing" (John 15:5). He also said, "It is the Father, living in me who is doing his work." Somehow, in the mystery of God, His Son, and His Spirit...the triune God...with and in us, we are able to get His work done.

That's what you are participating in, God's work. God has a lot to say to us who do his work about perseverance...(1) "You need to persevere so that when you have done the will of God, you will receive what he has promised" (Heb. 10:36); (2) "By faith Moses . . . persevered because he saw him who is invisible" (Heb. 10:22, 27); (3) "...let us run with perseverance the race marked out for us" (Heb. 12:1). One more..."Make every effort to add to your faith. . .perseverance..." (II Pet. 1:5-6).

If you ever get exhausted, tired or even discouraged, I have been faced with those negatives for the years I led the LPMI from in just our church in Cincinnati, Ohio. My strength is Psalm 1:3, "Whatever he does prospers." Simple! Our job is to do the works; God's job is to make it prosper. Whatever it is you are doing, the end result will prove God's formula works!

I am very interested in what you have written book for I know God will prosper it.

Dr. Melvin J. Steinbron
Founder Lay Pastors Ministry, Incorporated (LPMI) USA

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This book was written as a reflection of Lay Pastors Ministry in Korea and other countries last 15 years, so thanks for our lovely staffs of Lay Pastors Ministry Institute Korea.

And my deepest gratitude goes to for men: Dr. Melvin J. Steinbron, the founder of LPMI USA, and to academic advisors: John Morgan, President of Foundation(U.S.A), Dr. Vincent Strudwick, Professor of Oxford(U.K), Dr. Paul Stuehrenberg, Professor of Yale Divinity for accepting me to study and research at those Institutions.

Finally, I give thanks to God for the Vice President of Melvin University Rev. John Ogillah, and the Principal of PACE Bible Schgool Dr. Aloto who are working hard for leading and managing the school for now.

Byeong Chea Seo (Ph.D)

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PREFACE

The main theme of the book is “to equip the saints” (Ephesians 4:12).¹because Dr. Melvin J. Steinbron², the founder of Lay Pastors Ministry, Incorporated, USA, started the ministry with this key verse. Of course there are many books on this concept, but here I will write down of Lay Pastors Ministry which I have done more than ten years for Korean churches. I mean I never had my own church, thus I helped other churches—about 160 churches—through this ministry so I have had some experiences.

Now I am teaching at PACE International Seminary (PIS) at Nagaland India— not as a full time basis because I am going to Nagaland and coming back to Korea once a year for a few months. Anyway, I am writing for our students, and also pastors hoping they will get ideas and insight from this book if they have it in their hand. I mean I am writing this book on my experiences of Korea and others countries which I have visited many times.

Actually I wanted to write book in English many years ago but I think it was not ready, I mean not matured yet to write so I postponed a few times so I think now is the time to write. I have also some experience in this area and have done many years and taught many schools in Korea and other countries. I hope this book will be helpful for those who read.

Byeongchea Seo, Ph.D

Chapter 1

What is Lay Pastors Ministry?

This is the system of congregational care by lay people. This concept is in the Melvin's PACE Training Manual. At introduction part, it says like that. It means this is not the program but kind of a system. What is that mean? Once we say system, we may recall a few things, but easily we might think computer system. When we talk about computer, we know how it works. Once we push the start button, our computer is on. That is the SYSTEM. This ministry is just like that. What and who does, and when and how it works. Church ministry should be like that. Pastor alone, laypeople alone could not do that. If we look at Bible it says that we are one body, one church, also one God which means the leader has to think how his act, his talk will be effective to the lay people. If they have caring heart, it goes to them directly; if they don't have the mindset, then laypeople know that.

Lay people also need to know their church is the system, which their act will be effective to their peers directly. So the Bible says each one is the part of whole body; hands, eyes, so on. As we see computer, every single part of our body, that is, every single of our members are connected directly and indirectly. That's why Professor Paul Stevens stressed that to see the Pastor as a system leader. In his book, *The Equipping Pastor*, he explained more in detail.

Lay Pastors Ministry is also the brand of this ministry. First they, LPMI USA, put the name in the beginning, 'Lay Pastoral Care Ministry' which means this ministry is done by lay people and it is on the pastoral care, but later on they changed the name to Lay Pastors Ministry (called LPM), which means Lay Pastors are doing this Ministry, its core ministry is PACE; Prayer, Available, Contact, and Example. They focused on the person Lay Pastors. Why people is the most important to start and to do ministry. Job is less important, and person is more important. Jim Collins says if we are thinking

to do something we have to collect the right people first. Of course it's not easy to get right people, but we know what that mean.

Why do we need people first in front door. Mostly churches think ministry or program first. Then they recruit people to slot it. In this case it mostly failed, because that was not our choice but someone else's choice. So they do some but mostly became passive style. If they chose it themselves, they will put all of their energy there, but in case of someone's choice they don't think they have ownership.

Ownership in any ministry is very important. Today we call autonomy. Daniel H. Pink wrote about this in his book, *Drive* (2009) in details. He mentioned there three type of motivations; *Carrot & Stick* (Motivation 1.0), *Empowerment* (2.0), and *Autonomy* (3.0). Of course he referred at the early years people need Carrot & Stick for doing something, just before of postmodern-era, people needed Empowerment, but now later 21centry people need autonomy. These approaches make a sense.

Today's Christians are totally different from yesterday.⁶⁾It is not their fault. Whole of society, even church itself changed a lot. Ordinary Christians are not any more ordinary. They want be a person as they are which means they want to grow up enough. Let us think of it seriously. Today's congregations do not stay at one church all of their life. They are looking for church where they may grow. Some churches train them for three years (for instance, discipleship-making), but when they completed three years course they leave the church where they are trained even though the church was their mother church. They were there for about 20-30 years as a committed person. But they leave today without any hesitation. Why? Because they want to grow, they want to use their talents,the gift given them by God.

So other churches are growing because those people who left previous church come and joined their church. So, almost every week many matured people who are trained very well and almost ready to do any ministry enroll to the other churches. That is today's church especially in Korea. We pastors have to know the reality. We intend to stay at fantasy world too long. They

miss many people to the other churches, even their church to close down soon.

And another problem is too long training course, curriculum today. Today's Christians are not immature people anymore. They are grown up enough. They just want to do something, but the church, exactly the pastor keep them in airplane shed too long. Laypeople are ready to fly out, but they still keep them inside. Two problems happen: Their energy is out of service because their wings died in there, so they could not fly ...I mean no energy to go out. In the moment of completion of training course, no energy left. It was there enormous energy mounted up, but too late to open the door.

This is the fatal mistake of today's pastor. I found some reasons why they do same mistake even they knew there is some problems. First, their curriculum, and second they don't know about what the motivation is enough. First, most churches have curriculum for three years-training course. Usually the curriculum are made by denominational headquarter, or prominent big church developed and introduced. So local church, pastor believe the big pastor's or follow denominational policy is truth. So even the church knows it is not the best resources still they use that without other options. So, what I want to say here is that they put them into airplane shed too long until they are almost died. Today's people have changed a lot. In the early years they didn't know much about Bible and Ministry so they needed three years-study program, but now they are matured enough to do ministry. So they need only paradigm shift to jump into the ministry and in the other hand, today's period of training is getting shorter. From three years to two years, then one year, then six months and then, even three months today. Only three months training course is good enough. So three years in the plane shed is really not wise. Even as you know PACE training take only 12 hours, and in my case I am training them only straight two days or two nights. Why? Because they are almost ready to fly. The Only thing is open the door, and push them to fly in the air which takes only two days.

Of course there is another reason to do three years. This is not proper

reason but it still works. The church want to keep them in their church, instead of letting them go to other churches. So, they say three-years is correct, also says Jesus trained three years, but this is not wise strategy. Laypeople are not anymore laity in the past ten years, or twenty years ago. They live today, right now and here. We pastors have to think of the real issue and reality.

There was some mistake that didn't work in the church. I have trained laypeople at one church which actually I belong to. While I was there as an associate pastor, and because I have just translated Dr. Melvin's the first book, *Can The Pastor Do It Alone?* Into Korean. Our senior pastor told me to train the laypeople, so it was announced in public, then around 19 people were gathered at training session. It was very first experience for my ministry journey aftermath. I trained them, and developed the system of Lay Pastors Ministry in the church, and they, lay pastor, mobilized to care for their peers as the textbook has taught, then what happened was that they mobilized but mobilized too much, too high, I mean the church never mobilized before, so it was really new experience for them and the pastor himself. He, the pastor, was a little uncomfortable and afraid of their mobilization.

Another thing we made mistake was that when we finished training, it should be Commissioning Service there, and have to give them Certificate of being a lay pastor in public on Sunday or any occasion, it should be in public event, by the way, our senior pastor has decided no Commissioning Service in public, so it was given them privately, call them individually at his office and gave them. What an interesting scene, isn't it!

I understand why he did just like that. Probably he worries those who are not trained and not being lay pastors, maybe they feel some disappointment because they are not selected. It means the pastor was thinking, understanding this is not the ministry gifted to the people, and also probably this is one of those ready-made-programs, so he didn't think of it seriously. So those lay pastors couldn't continue their ministry properly because they are not appointed in public, in the end they couldn't do the ministry in public, so it didn't work and close down very soon.

The people there are still regretting that it closed down too early, and they believed God gave the moment to them to change, to promote the church, but they missed the opportunity, so no more opportunity came to them since then. God gives us sometimes, not every time, so when it comes to us, we shouldn't miss it but grab the opportunity.

Another mistake happened at other church. I have trained so, they are motivated and ready to take action, jump into ministry, but pastor is not ready to commission them, he said, "after going to prayer mountain and pray for commission, he will do that, he promised just like that. One month later I called him to know if he has commissioned them, he said still praying for that, another one month passed by, I called, he is still praying, in the end they never commissioned them. They are ready, but no door was opened. So, they missed its opportunity.

I have found meaning of this ministry like this: First, every believer is a minister. This is derived from the meaning of Ephesians 4:11-12, the main scripture and also core concept of the Lay Pastors Ministry. In 1970s, Lutheran theological Oscar Feucht has written the book, "Everyone A Minister" which was shocked to the people, especially to pastors because people, both pastors and laypeople, had been thought that only Pastors are ministers. But Oscar thought those who has Christ in mind, they are all ministers and he made new terminology, MINISTERIUM which is originally means monthly gathering of Pastors. Second, the concept of Partners in Ministry. Dr. James Garlow was the pastor of Skyline Methodist Church at San Diego has written the book, "Partners in Ministry." This book came from his Ph.D dissertation at Drew University. He stressed in the book that we, pastors and laypeople should be partners in ministry. One church at Kangnam, downtown in Seoul had been focused on the 'discipleship-making.' This ministry paradigm was famous in Korean churches and also to the Asian churches. But now they have been upgraded and changed to the 'church of partners in ministry.' Because this is more proper long-term direction of their church. Third, the pastor grows and also laypeople grow. Of course they have been growing. However, without the proper paradigm and ministry direction their growth was minimal. But through Lay Pastors Ministry, the both laypeople and

pastors have been growing. Fourth, the church's health. This is directly related to the church culture. If the church is good, the church will grow. Because of a good culture accommodates everything. Lay Pastors Ministry is pursuing a health and good church-oriented. Culture is related to the commitment. Finally, team ministry. Team ministry here is not referring to pastors and pastoral staffs, but laypeople and laypeople, people to people. They have to have the team spirit, and so partners in ministry with their senior pastor and team concept among laypeople. That is not only YOU and ME, but 'WE' concept has to be there.

I have read one book, "Me to We," because of the title that attracted my attention, so I bought, read, and also translated into Korean. The content was that the dialogue between old pastor and young pastor. Young pastor has struggled about his church ministry, so old pastor; I guess experienced pastor advised him from Ephesians, to equip the saints for the work of ministry.

Lay Ministry & Pastoral Care

What is the relation to Lay Ministry & pastoral care? I have found this is an interesting relationship. Actually those two are different because lay ministry is just lay ministry as you see, and also pastoral care is just pastoral care. At theological schools, some has lay ministry curriculum, and other school has pastoral care curriculum, of course my precious schools in Canada had this two different sections, but our Lay Pastors Ministry puts together this two different concepts. Of course Dr. Melvin started from lay ministry (Ep. 4:11-12), then moved on the pastoral care, why? He found lay ministry in the church, then what kind of lay ministry, then he matched it with pastoral care, because he found two goals of local church: 1. Evangelizing (Matt. 28:19-20); 2. Pastoral Care (John 21:15-17). Then there are many materials on the first goal (evangelizing) at every church, but he found there was a lack on pastoral care, so he tried to make, develop lay pastoral care ministry for the church, as you see that he puts together lay ministry plus pastoral care. Anyway, we need both, because lay ministry help us to change our mindset. Such as, paradigm shift, without this, our ministry for pastor and laypeople,

won't be effective.

And I found that he was right. Let's think of the prof. Paul Stevens of Regent College, Vancouver Canada, as we know he is the most prominent theologian and practitioner in the lay ministry over the world. But we find he also talk about lay ministry with pastoral care, he doesn't say directly but we found from his writings. If we see his book, *The Equipper's Guide to Every-Member Ministry* (1992), Chapter 3, "Lay Pastor and Caregivers," he mentioned three models of lay ministry: Stephen Ministry; Howard Stone's *The Caring Church*; and Melvin's Lay Pastors Ministry.

But coincidentally, these three of them are talking about pastoral care. I know them very well. Stephen Ministry is caring ministry for crisis, once people are in the crisis, Stephen minister visit and care for them. However, when they become ok, Stephen minister took off their hands, but this ministry's system and materials are very good and excellent, but the problem is too long training, for instance one-week long training, and also too expensive to be trained, comparing to LPM, its very expensive, 200 dollars USD for completion, but LPM is not that expensive to be trained. Anyway, that is caring ministry. Howard Stone's *The Caring Church* also talk caring ministry in the church, and LPM/PACE, of course caring ministry, so as we look at, Paul Stevens, even he is specialist on the just lay ministry, stressed on caring ministry, so lay ministry is mostly focused on the caring ministry as we found. Lay Ministry is not Pastoral Care, but as we see it, almost equal level.

So Melvin's approach and system which he developed is correct and good for the church. Of course he didn't take out another ministry, evangelizing people is essential, if we look at his second book, *Lay Driven Church*, we see that. There, he wrote two ministries, "striking a balanced between the Great Commission and the Great Charter (at Contents section), so he agreed church needs two ministries, but he developed the latter, because there are already a lot of materials in the former.

Also if you look at the Bible, there are many stories of Jesus' ministry

which was focused on the pastoral care, not evangelizing, furthermore, I found Nagaland church need really pastoral care ministry. Two illustrations are there. In Korea, I have studied PACE with some of Naga students. One was a doctor of archaeology, and another was theology student. I have worked with them for International level.

In Nagaland, I have formally visited two churches. During my stay in Nagaland, Aloto and I were invited to churches as a speaker. The first church was around 100 congregations attended which was a rural area, there we talked about Ephesian 4:11-12; and another church was in downtown, about 1,000 congregation attended, also we talked there with same scripture, but I stressed 'partners in ministry' at second church. After worship service I had chance to talk with Senior Pastor, he couldn't speak English well, so his son interpreted for his father and I. I asked pastor how was my preaching, he said it was very good and new to him, 'partners in ministry' and appreciated me which gave them new concept. From both churches we, Aloto and I got confidence .Nagaland church need this ministry.

When I was in Canada I have been trained of Clinical Pastoral Education (CPE), so it was easy to adopt this ministry myself. CPE is a kind of training for senior class of seminary, mostly in the States and Canada. To me, when I was an M.Div student at McMaster Divinity College at Hamilton in Canada, school asked us to complete CPE course, so to get M.Div I have done at Wookstock, for Mentally Retarded People, and also later I did one more unit at Whityby, for Psychiatric Hospital. I have learned a lot from two CPE. As we know, CPE is for pastors, not lay people, but sometimes lay people come and are trained CPE. Anyway it is for future pastors, but our ministry is for pure lay people, yes it's good for church and pastors, but more focused on the lay people. Why? They, lay people, are also need to grow just like pastors.

I tried to adapt CPE to our students while I was in Nagaland. It was good for them, because our students learned PACE ministry (12 Training Modules) from me, so they understood CPE more easily. Therefore, I found PACE+ CPE for students is really good.

Why lay pastoral care is important?

As we know the present situation, pastor alone is not easy to know what's going on in the world, but when they work with laypeople it is much easier to understand because they understand well what's going on in their society and with the people.

For instance one day, I have attended a revival meeting at one church, the speaker, came from America. He came first week, and then church invited him another week, so he came twice in two weeks, it takes 14 hours from LA to Seoul Korea, why they invited him twice unusually? because he is almost layperson, yes he had ordained pastors, has his own church (American congregation), but he has business company which he use half of the church building, so I found he is almost layperson who knows church very well. He talked about people around him, his business, etc., so more persuasive to the listeners in the revival meeting, so he was invited twice, of course there were some prominent pastors those came and preached at the event, but only he spoke twice, even he was from States, why? As I said he talks stories where he get from ordinary people, ordinary situation and life. Of course I am not saying he is right that has two jobs, but here he talks in terms of laypeople.

I am enjoying to reading daily bread, UPPER ROOM, every morning. Actually I was not very interested in reading that booklet in Korea, but while I was in Nagaland PACE School, I was reading at 2nd floor every morning 6am. It was happiest time for me in a day, so it became my personal habit. Since I came back to Korea, still reading and try to keep the habit. Why the booklet made me interested? Because mostly laypeople talk about their own life, personal stories, not only happy things but mostly difficult stories. People want to hear practical story. That's why lay pastoral care is important because of their real stories. Pastor's story? Yes, of course they are true but they focus more on biblical instruction to give because they are teachers, so sometimes not real but instructive.

Also laypeople know well about people, especially their peer Christians than their pastors, so much easier to share their inner stories, pains,

struggles, losses, difficulties, because they believe their peer will listen to them well. Not saying here they or they do not believe their pastors, but they are more comfortable to pour out their feelings more often to their colleague. We pastors need to understand it, so lay pastors' ministry is effective.

I am thinking that this ministry gives hope to the church, and people, pastor, especially to the laypeople themselves. Most of laypeople want to do something; it means they want to accomplish something valuable for church, for God, also for themselves. I have trained and usually I made Leadership Group, we call it MLG, at the end of PACE equipping seminar. If we look at the ending page of Training Manual, there are checklists, from 1 to 10, how much they are motivated, mostly circled 7 to 8, means they are motivated 70-80 percent, but some marks 10, means motivated 100 percent fully. Actually they were waiting for this kind of ministry for many years, but they couldn't find it, which means that church did not give them to develop those ministry, and in the other way, their church didn't give them permission to do, to serve, to care for people, which means they have no authority to do by themselves.

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 session her burning heart was rekindle 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 School, 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 fascinating story to hear.

Other story was that I have trained one rural church for two nights, from Wednesday night, and Thursday night, usually start 8pm and finish 11 or 12 midnight. At second evening, we started about 8 p.m., and went on the session until next morning 4 am. Time to finish about 4 a.m., I asked the participants saying something, and then nineteen people were there. They talk how they feel about the training, and expressed 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 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 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 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, 5a.m. He changed through PACE. He kept the promise for next many years.

Mrs. Yoon's is also another case.¹ She was a member of Hallelujah church. One day pastor David 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 also Lay Pastors Ministry was

However, she was dedicated more than thirteen years for this ministry, for her church, 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 loved what they are doing, so they felt real accomplishment. And their self-esteem became much higher than before, and in the other hand it gives them freedom to use their God's given spiritual gifts.

When we talk about freedom of lay people, no need to get misunderstanding! Actually they are not bondage in the hand of pastor. Freedom here means they need to use their spiritual gifts. Everyone has spiritual gifts as we know, of course there are different opinions how many spiritual gifts in the Bible. For instance Melvin says 27 gifts²; 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 gift that is why many different opinions on the number of gifts.

For me, I have checked when I attended International Conference³ in the States many years ago, and then my major gifts were found that: wisdom, administration and teaching. I was not sure what my spiritual gifts were before. I assumed those gifts I have, but needed to get confidence myself, so lay people also need to know their gifts, and hope to use for God's work. So that's what we say 'freedom' to use their spiritual gifts for the given ministry.

And also we, pastor, have to help lay people to know what their gifts are. Mostly laypeople don't know of their spiritual gifts, even they don't know where are they in the Bible, of course it is not just all of their believing life, journey, but they need to know what it is, and also there are various spiritual gifts, because some think only 3-4 gifts in the Bible, and also used a few, but there are many in the Bible, then they understand every spiritual gift is equally important in the church. So there should not be misunderstanding on

the issue of spiritual gifts.

General care and particular care

What is that mean? This is also one of key concepts of lay pastor's ministry. This is just like evangelizing and being an evangelist. Most of the church saying about evangelizing to be out there, but many people neglect and think it but not seriously, why? It is just too ordinary announcement so they think that's not their job to do, maybe other's they conclude saying nobody is going to do that or just a few.

Just like that, same happens in the lay pastoral care situation. In short, people care for others generally, just say "hello," "how are you doing." Of course many Christian is doing well in this level and they are very kind of people, very polite to others, but they are not interested in other person's real life. Of course today's society is very ego-centered, so churches are effective by those outer phenomenons. Anyway, most off people are doing general care. In some sense it is not real care, it is just interested in something surface.

Most of schools tend to teach only on the general care, and they are interested in getting the degree on that area, so real caring is far from their mind. CPE, as you know, trying to focus on the personal care, but it is limited into some particular unit, for instance hospital, correctional center, or nursing home, so on, and they just use those centers as training spot but not real caring.

That's why Melvin developed lay pastoral care, which means individual care and also not short term care just as Stephen ministries but long-term care and longevity. Individual care is very important, of course some do group care very well, but in some case it's not care but kind of leadership or management. Some people are doing discipleship making very strongly and they think they care for people, but I think that's not care, just manage people, because most of discipleship ministry is consisted with 10 to 12 people in a group, so it not possible for one leader to care for 10-12 people, it is just management or we call it 'general care'

What is particular care? It should be not more than 3-4 people to one caregiver. It's not possible to care more than those numbers. And through the individual care, caregiver may grow themselves. Because they look at the person very closely. From far outside they could not see the person very well, so when they see and look at into their real lives, they see more in details. And our motto, slogan is "love with skin on," and it gives us meaningful. People need this kind of care, so if we look at Melvin's first book we can find a lot of real caring stories. I am saying that individual people can do this care but we need more systematic approach if the church wants to be more effective and make synergy it.

Both individual growing and whole church's growing is important. Because God's ministry is just like yeast it should be permeated into the church, then synergy is possible, that's also pastor's aspect of leadership. And also it should be good for individual, of course God's work needed commitment and sacrifice as everyone accepted but also they need to grow in intellectual and skills. Management father Peter Drucker² said many time in his writing, every business has to give good first for individual employee than company itself. This is true. Why the company is there? Only for profit? No, I don't think so. They exist for individual employee and society. I agree with that, so pastoral care has to be good for caregiver themselves. Because they need to grow.

How can we grow? We need real experience. Without real experiences we can't grow. What is that? We need to experience real difficulty, and wrestling with , to cope with that, also need to see real life and listen life stories, then we can think and grow ourselves, because it gives us challenge and instruction for our future.

And if we look at the Bible, we can find this concept. Jesus said love others, care for others, so on, that is general care, but when he asks to Peter "do you love me,?" then he said take care for my sheep, which means Jesus tells us to be particular caregiver, yes sometimes we need to do general care, but originally individual care is our priority because people out there need individual care not general care, so Lay Pastors Ministry is real ministry and

what Jesus commended us to do.

Pitfall at caring

This is not the serious issue, but willing to deal with. Once we are trained with the PACE Manual. There is mentioning of a few cautious when we care for others. The one is money issue. We shouldn't give and take money with our flock family that is what PACE manual teach us and also I trained people with this text many times at many occasions.

Of course we have to be careful to borrow from them those whom under our care. Personally I couldn't remember I borrowed money from my flock members. It's ok. But I am wondering here that giving money to them, help them with financially, lend money to them. This is a critical issue to me all the way. Yes, we have to be careful to borrow money from them, and also do we have to be very careful to give, to lend money to them?

Sometimes, we need to give them when it's very serious to them, of course, this is significant issue between we and flock are, by the way I found that we are too careful to use, to give our money to them. So we tend to close our mind too early. I think sometimes we need to give money to the needy, especially in terms of ministry we have to donate some finance to the ministry. Of course I am not generous person, but we have to be careful to close down our mind too early as the instruction of PACE Manual tells us.

Of course we can't help everyone, every ministry, and every organization but some organization where in the poor country really need our financial help, then we have to open our mind to them. Yes, we need to be cautious about giving as Melvin advised us, but if we are too strict to it all the time, there is no ministry to survive in the world and couldn't expand the kingdom of God, as we know every ministries need finance to accomplish it, and God know what and how to complete it.

Networking for Nurturing

Why do we need networking? It should be for helping each other. By being close to each other we may help more, that's the first reason of Networking.

Through networking we could find what's their strength and weakness, necessity, therefore, we can deal with it especially if there are some weak points in the ministry.

I found that the main task of networking is nurturing each other. Yes, the purpose of networking is sending and receiving the news, and giving information but more fundamentally, they are there for nurturing each other, so how can we nurture! As we know there were some steps for the progressing in every churches, so they have Training Manual on each step, for instance: 1) New member class, 2) Nurturing class, 3) Discipleship training, 4) Serve, so on. They have a few weeks training course, mostly 12 weeks at each step in the Korean churches.

But nurturing may come from good networking in terms of ministry. We know there are many channels to get nurturing in our ministry: peers, coworkers, staffs, board members, and phone call, and also group dynamics, workshop, so on. Therefore, we need to open our eyes and resources to get nurturing. There are many things around us, but sadly we, for instance Korean churches, only rely on the Training Manual, Classroom and Coursework, then they are given Certificate and proud of themselves having many certificates. They are satisfied about those completion and their courses: one, two, three and four levels. I am not blaming those Training Courses or not saying that we don't need it. What I mean here is only class room, book, training manuals are not enough,¹⁾ because it target on our head awaken, gives us some freshness but not going deep into our lives, perhaps all the rest of our life. This is the reason why training Manual is ok, but try to get those in our blood and flesh, and also we need to understand through many channels we are nurtured. One of major resource is networking which implies many things. Jesus also used networking very well and there are so many incidents, and stories in the Bible, most of them are Jesus' Networking.

Reopening the backdoor

There are two major Caring Ministries in the States: Lay Pastors Ministry & Stephen Ministries¹⁾ Most of American churches adopt one of these, or some church has both ministries.

Main Textbook of Stephen Ministries is "Reopening the backdoor (by Kenneth Haugk, Founder of Stephen Ministries). I have read and translated it into Korean, and used it many occasions. They also developed excellent Training Manual which is focused on the caring for those in the crisis right now, so it's kind of crisis caring ministry. At Training Manual, they show us why people leave their own church where they had attended many years, 33 reasons are written in the above given. It is useful resource to understand them. Anyway, the main reasons are: 1) lack of good relationship with one another; 2) Meaningless of the church; 3) Hunger for belonging. Then they leave church so he wrote book, through caring ministry, e.g., Stephen Ministry, Stephen Ministers, so those who left church could come back again, so he put the title, "Reopening the backdoor."

According to statistics, about 40 percent of congregations in the States are not attending the church regularly that means they are inactive people. I think not only in the States but also most churches in the world have same problem. So there are always dangers whether they will be leaving the church soon or late, we have to be alert to those people.

He urged that most of churches are closing backdoor too early when people leave the church, we don't have to do like that, re-opening the back door all the time, give them time to think and room to think, then coming back. There is another book, "Closing the back door" (by Rev. Myungseoun Hoon, Korean) which focused on those who are going to leave church soon or late, he said we have to keep them inside so close the back door.

So there are two interesting books: one focuses on the people those who are going to leave (closing the back door); another one focus on those who left already, maybe recently (reopening the back door). In terms of Lay Pastors Ministry, we need both concepts; keeping/caring for people inside and reopening/caring for people just left.

Lay Pastors and other congregation

There is also another issue in this ministry that between lay pastors and other congregation. One side wants to give it, and at the same time the

other side has to receive it. Both need to work nicely. Lay Pastors want to give pastor care, PACE, to their peer congregation, but people might resist¹ to receive it because, there are many reasons, but one reason might be that people think their lay pastor are not qualified to care for them, or they don't believe lay pastors are real pastor.

We have to stress the qualities of lay pastor themselves. Once they become lay pastoral care minister, called it 'lay pastor,' they have to take this position, role, function seriously. That is not just playing game. Mostly churches give the designation in the end of December, give them 'certification of appointment' for next year, so once we visit people's home there are many certificates they have received from the churches, even they attended other churches they also have those certificates from different or former churches. They are proud of it, showing and displaying because they receive it every year, they don't value them and forget those are precious. This happens all the time to the people, so once they became a lay pastor they think same mindset, if it is just one of those previous certificates, they do not take it seriously.

So I am talking at PACE seminar about this issue seriously, because of no more appointing certificate at all, but SENDing....so we call it Certificate of Sending. We need major sending only once in our lives. For me, I have received these sending letters from Dr. Melvin about 15 years ago. I still have it and deal with very seriously, because I still believe God SENT me to do this ministry for a country and beyond one country, and for the rest of the world. Because I felt very strongly that God wants me to do this. Likewise, lay pastors who are sent should take their job seriously.

What is their job? Their job is not only PACE-ing for people but many other qualities. For instance; sincerity, persistent, ² pure-hearted, integrity. People look at them and expect them to have these qualities, so if they couldn't find these qualities from lay pastors they turn off right away.

Seriousness: pastor's attitude is also important here. If the top person, CEO, pastors are serious about this ministry, people will see it and feel that this is serious ministry, but if the top person is not see that way, people will

also follow their model, so becoming MODEL of this ministry is important, pastor have two jobs: to be modeling, means PACE first to the people Of course Melvin knows people will resist of this ministry, so he wrote it at one monograph on 'people who resist.' These issues also come to the senior pastor, which means he has to solve these, how? He has to explain to the whole congregation that those lay pastors are just like himself, senior pastor, real pastor because they are given spiritual gift on the caring by God, so no question about it biblically, also theologically. Not only one time, or a few explanations are not enough to adapt it, senior pastor has to talk in private and in public, at preaching, at teaching at any occasions, at bible class session.

Look at David Kim, Hallelujah church, said, told, preached every single Sunday about PACE ministry, so every congregation think they have to receive this training, even further they made the policy, without completion of PACE training, people never jump into cell leader. So every people, about 10000 people understood this is the critical mandate to finish. So the church was successful on not only PACE ministry but also effective to the other ministries.

This ministry is effective to produce other ministries I found. One pastor confessed me that he tried to teach, train people with the book, 'The Purpose-Driven Church' (author, Rick Warren, Saddleback Church, USA), and tried to adopt it into his church but it didn't work. Of course it does not fit the strategy of 20,000 people's church into only 100 people's church. By the way, after a few months of PACE ministry in the church, he tried again to use Saddleback's strategy to adapt to the lay pastors then surprisingly it work! Because especially for lay pastor, they have learned what the church is and also what the ministry is, so they understood any types of strategy it can be helpful and useful, also useable. Lay Pastors Ministry helped them to open up their eyes to the new way, new approach, and also show them the seriousness of this ministry.

I can call it "ministry engine."³ One of our staff says this ministry helps to open other ministries, because they, lay pastors, have learned how to start, how to do ministry, and also congregation see this ministry is working, so

they think they can do any ministry and they find something new ministry in the church. Let's say this ministry is caring ministry, people think they need some special ministry for elderly, or some people need special treatment and particular caring, for instance, single ministry in the church, so they want to develop those ministries. Their eyes were opened now.

And another interesting effect was that after PACE training at one church, one deaconess came to church every early morning, even though she has a little baby in her bosom, senior pastor was wondering why she comes to the church every morning and go out for evangelizing, then she responded that through PACE training she is motivated to do evangelizing to the nonbelievers. Even though this is caring ministry but some people get a different grace through and they found another way to use it.

Many pastors say that church growth⁴ rely on the various ministries. That is true. Only preaching and worshipping is not enough for church growth, perhaps they need ministries, but they don't know how to, and then through this ministry they see it what it is and how to do it.

Different gift of Lay Pastors & Senior pastors

If we look at the book "Reopening the back door" (by Kenneth Hauk, founder of Stephen Ministry), Kenneth said there are different gifts between Lay Pastors and senior pastors, I mean those who are doing pastor care directly, and those who are managing the ministry.

He said in his book, those who are caring for others need compassion, mercy, encourage, and in the other hand, for manager they need leadership, teaching and administration. Yes, this is correct, but sometimes there is opposite in the local church. Some senior pastor has only, I mean, too much on caring style, and some lay people, lay pastors have managing gift; teaching, leadership and administration, so on. But we don't have to worry about it because we, pastors, can give those people the job for management, as a shepherd or belonging to the Ministry Leadership Group (MLG), so they can use their gifts properly.

We can say some people have soft leadership, I mean they have it on caring gift: culture, good model, but not in leadership. I met one pastor who is senior pastor of University church. He confessed me he has only teaching gift not caring gift, so he was afraid of it. Then I explained to him that Lay Pastors necessity to have caring gift so not to worry of it as a senior pastor. Rather your teaching gift is better as a leader for this ministry.

One is leading person, another is doing person. So they are different, different function, and once they do their job properly, the church is getting healthy and growing.

Two gifts are opposite, I mean we can't get both gifts at same time as Melvin said already, in the other word; one person might get one gift. Of course there is exceptional, and some extraordinary people may get two sides of gifts, but mostly we, ordinary people, have one side, caring or teaching.

If we have both it's really wonderful, and it's God grace. However, in some way, individual has one gift; caring or equipping, once they use theirs properly and do their best, their ministry will maximized. That is God's plan for us and His desire. But they need to develop their own gift and skill even though it was given by God, because God gave us the gifts but its using and sharpening is our own responsibility.

What is the distinction between two gifts caring and equipping; caring is soft and loving approach. There are so many qualities and elements in caring and mostly warmer but equipping is training style, disciplined, so colder than caring, and stricter to approach.

In some way I think Yin-Yang is there; soft and harden; loving and discipline. Senior pastor has to know this.

Church in terms of Lay Pastors Ministry

I found that there are some fears of lay ministry in the local churches. First, the main fear is that, the church itself is afraid of their congregation's energy that might be used for outside of the church. Most church wants to use their

people's energy for inside. Usually small churches think that is possible for big church to use for outside, but they-small church-need more energy to survive church itself. So they don't connect lay people with ministry out there. They only think of service, because many lay people in the Bible have done that.

Before that, traditionally churches were not thinking about laypeople seriously because of some reasons. They are not familiar to work with them in terms of lay ministry. I think it was not big issue for the church to think of laypeople last one century, and as someone said there are 3P of lay people: Presence, Pray and Pay, then go home....this is not every church but many of them.

Because of that, there is no specialized in the lay ministry, and also no specialist in this area. As we already know, every seminary focused on the only making, producing senior pastor, I mean full time minister. Later on they were thinking of lay pastoring, lay bible study leaders, for instance Cell leader, Bend ministry, lay preacher, and lay caregiver, so on. And also there should be paradigm shift if we want to do it more effectively, so both laypeople and clergy are afraid of it.

Another issue here that lay ministry or lay pastor's ministry has to prepare the system which means we have to know and executes from 1 to 10. If we think of LPM here, for instance it has two elements in there: lay ministry and lay pastoring. So it was lay pastoral care ministry in the beginning stage of LPMI USA, but later on the restructured more acutely lay pastor's ministry.

There are many kind of lay ministries in the world but we LPM is on the lay pastoral care. This is easier than other lay ministry in some sense, and this is the basic ministry for the people. And also if we want to do this ministry more productively, we need to make proper system of the ministry, as Melvin mentioned, this is the system of congregational care by laypeople, so we have to make adaptive system to the church, then we will find what the LPM is, look like. There is another aspect on the lay ministry which is a little radical approach which is called market place theology saying by Prof.

Paul Stevens at Regent College VC, Canada. Beyond that there is missional church in the States, Mission Shape in the UK. I found that they are ok, but those who have traditional concept ,it's not easy for them to accept, some of them are really good for teaching at seminaries, however they adapt to the local church, a lot of modification should be needed.

Church growth with Lay Pastors Ministry

I was asked very often from pastors that how this ministry relates to church growth. Whenever I got request I was little embarrassed because I haven't experienced it myself, I don't have my own church. In some sense. I was wrestling how to make church growth through this ministry many times. Many people will get this question, perhaps, I was thinking of it very much, because I got this question very often and I understand this is priority question as pastors.

I found that: 1) it's possible to make church growth through this ministry but indirectly, not directly; 2) church growth through this ministry need time, not only a short of time, e.g., two to three weeks, but two to three years. I have seen many PACE churches. Some are doing this for 3-4 years, others are only for few months, I mean less than one year so, there is no succeed.

I think once they are doing this ministry at least more than one year, then they will get fruit: 1) mature; 2) growth. This is true. As you see there is an order in here; first being individual and congregational matured, then church growth consequently. Therefore, definitely there should be an order and need time to get physical fruits, I mean the church growth.

Here, we need to understand what the key concept of this ministry is. This ministry is caring ministry, not church growth strategy, or program. If we miss this core concept we will misunderstood the final goal, destination which is that, its core concept is pastoral care. But I think caring itself is not final goal for this ministry, even this core concept is pastoral care. I mean here, what is the next stage or what it is headed? It is acceptable to get this kind of questions at some point. Anyway as a national leader of this ministry, I need to have answer to that.

There are three serious cases on this issue: For Melvin, he wrote about PACE Plus, here mean that we have to add some more qualities to the PACE; I think this is a kind of strategy. Through this addition to PACE, it will be moving to mature and growth slowly and finally some changes among those congregation, I mean organizational change, then moving to church growth. I think this is Dr. Melvin's strategy. Especially he wrote these elements at "Letter to Lay Pastors."

Second, case is the Hallelujah church. Actually the church is already big size enough, 6000 members there. They were matured enough through many ministries and programs, but through PACE ministry their culture and ministry direction was totally changed, PACE effected to church growth indirectly. For instance, every people understood they have to be PACE minister, so its culture has moved that way finally.

Third, case is Rock Church in Seoul downtown, Pastor Park. Rev. Park is one of our staffs. He was very talented on preaching, and also interested in the PACE ministry, so his church have done PACE more than ten years, and still trying to adapt new strategy on PACE to his congregation. Finally he found PACE ministry is very good for everywhere; Sunday school children, youth, so on, even to the secular organizations; company, correctional center. His congregation has fully understood what that mean, so it effected to church growth in the end.

For me, how I have made myself grown through this ministry! I have been trained pastoral care through CPE (Clinical Pastoral Education), Therefore, I am sure that I am a little matured and growth myself through that training. In some way CPE has trained me good enough, however it was only introduction part of my ministry journey in comparing to PACE ministry.

I can say the former (CPE), the latter (PACE) here, both are training and developed caring skill, concept, but Melvin's material and system is extended of caring skill, and also focus on the laypeople's caring.

Thus, latter made me growing through the role of national leader of this ministry. I mean I have been growth on leadership with caring. This is the

ultimate direction of PACE, means not only caring itself forever but growing in some specific areas of the ministry.

To be lay pastor

I found that to be a lay pastor, I mean to be a "real" lay pastor is not an easy job.

Most of the churches and one of our staff Rev. Jang developed the process of training and designation in the church. They said in this progress: 1) new member, 2) training, 3) disciple, 4) lay minister (we call it lay pastor). They put lay minister or lay pastor at final stage because church thinks they are prepared to be a lay minister.

Let me talk about lay pastor here. Usually they are matured Christians, that is why church and pastor recommend them to be lay a pastor. Yes, this is true. They are better than other fellow Christian, but how can they become a quality lay pastors; it's just not that they are offices or designation, or even title. This is really another aspect than just naming itself. There are some qualifications from the point of my view.

Above all they should not be self-centered person. This is the first quality because most of us are tempted by thinking for ourselves which means we tend to be self-centered with conscious or unconscious. Of course this is not easy job to overcome in this kind of world today. Every people changed to be very self-centered life, selfish and unless they couldn't survive in this tough world. Of course there are difference between self-centered and to be wise. To be wise is necessity for today, even though lay pastor shouldn't be a self-centered. For instance, if they think God is so loved only to them than others, it might be a self-centered concept. We have to be careful to get this kind of mindset.

Secondly, it might be similar to the first one, but Integrity is the important quality. What is it? We have to be same inside and outside. But this is not easy quality today too.

In addition to those, we need self-disciplined. I don't know what is that mean because people have their own strategy on self-discipline. Of course there are some qualities in the Bible, but is different viewpoint in terms of how individual might see it.

Anyway, to be a good and real lay pastor is not easy job for today, so only chosen person, I mean those who get spiritual gifted with disciplined people can do that.

Essence of Lay Pastors Ministry

What is the essence of this ministry? I think the first one is personal growth and sense of accomplishment. Of course to fulfill of Divine's call is important too. Let me talk of LPMI USA's board members. They are still belonging to this ministry which is almost 30 years. Why?

At present they are growing personally, professionally and also respond to the God's calling, so I think personal growth is practical essence of this ministry. And calling of Divine is not neglected issue here. Why do you this? Yes, God called me to do. This is definite answer, and it is correct.

Another essence is church growth. Whatever we do, it should be relating to expand the kingdom of God. As we know the living tree will grow, and this is definite true, and no question of it. Whatever it's numeral or quality, the ministry should help to grow church inside and outside.

Other issue is relating to the church culture. If there are not good cultures in the church, actually through this ministry their culture will change. And also there should be ministry-oriented culture which means not only to be a membership of the church but also ministry-focused in mind.

Lastly to fulfill of God's will, and this is Biblical mandate. Lay Pastors Ministry is trying to fulfill God's mandate which could find from John 21:15-17, Jesus said to Peter, "If you love me, care, tend, feed my sheep, and more from I Peter 5:1-4 that the Great Chart which Dr. Melvin putted this name. Yes, we have to love our neighbors and people around, that is the

fulfillment of God's law. So LPM is trying to do this mandate more in detail, and systematically. I think those elements are the essences of Lay Pastors Ministry.

Chapter 2

PACE Training Manual

This manual –12 chapters -- derived from the first book, *Can the Pastor Do It Alone?* Dr. Melvin has launched this ministry at College Hill Presbyterian Church (CHPC) in Cincinnati Ohio, and through this ministry he wrote book, later it became his doctoral dissertation and finally published as a formal book, so he got 12 important points from the book and made PACE Training Manual which were used for 35 years in States, 15 years in Korea, and now began to use at school in Nagaland India.

Chapter one is CONCEPT & THEOLOGY. It says about Biblical references and some opinions from experts in these areas. We will catch up “what the Lay Pastors Ministry is” from this unit.

Chapter two focus on caring, WHO NEEDS IT? The answer is everyone needs caring. Caring is the heart of this ministry.

Chapter three: What’s our job description? It talks about PACE itself and also additional commitments are explained. Through this unit, Lay Pastors will embrace their responsibility.

Chapter four: It’s about CALLING. It stressed as important as pastor’s calling, laity also called by God, I mean calling consciousness is important to them. I found that whether laity has this concept or not, it effects to their ministry directly. Through this unit, they will have stronger concept of their calling-ness.

Chapter five: RELATIONSHIP. This is important element in caring ministry. Church tends to ignore this aspect, so now evoke them to think of this issue seriously.

Chapter six: on LISTENING. Focused on listening, especially this training should be continued to discipline all the way of ministry. I mean we may deal with this at reequipping session.

Chapter seven: BEING & DOING. Yes, this ministry is doing PACE but if we want to be more effective at it, we need to prepare ourselves inwardly, inner matured.

Chapter eight: How can we have healthy SPIRITUALITY, all the churches are doing okay for this, but just double check again here?

Chapter nine: About VISITATION. It's easy topic to some, but for others, a little afraid to visit people's home especially those who are not acquaintance well, so deal with at this chapter.

Chapter ten: Being PROFESSIONAL. Who is professional? Generally we think those who have degree or certificate in special areas, but here Lay Pastors can be a professional without getting any degrees, certificates or credentials. Rev. David Kim, pastor of Hallelujah Church says Lay Pastors are professional on the PACE Ministry.

Chapter eleven: CONFIDENTIALITY. This is another issue on caring ministry, and we know what that mean! How important it is. I heard many times this critical issue from my CPE supervisors in Canada, so now it comes up again at this ministry.

Chapter twelve: Deal with DIFFICULTIES in this ministry. There are many, for instance some might think they do not need Lay Pastors; people are busy to visit; some Lay pastors are lazy; some has problem that we couldn't solve, so on but if we deal with them nicely, it give us many benefits and also make us to grow.

Re-thinking of Training Manual

We have been used Melvin's PACE Training Manual for 15 years in Korea. It derived from the first book, and used it very well. It's very simple manual, just about 30 pages of A/4 size paper.

I am thinking about Training Manual of any ministry. First, it should be simple manual but not too complicate. There are two kinds of people: one is the people those who likes simple manual which means simple concept, easy to understand; but others those who like more complicate, more voluminous manual (80-100 pages). Of course I found that there are those various manuals in the churches. I understand why they, two groups of people, think that way but I pick up the first case, simple one if I should be selected from two.

I will tell you why? Most ministry starts very well, but soon or later their beginning passion dies. Once they feel difficulties to go forward, they try to find solutions from the books, but mostly those books were written for beginning stage, of course some books are very matured, but usually it says what it is, how to start...so on...so because of that approach people are not growing, I mean they don't move beyond the borderline, just stay at starting phase, because books talks only shallow aspect. And if we say 1 to 10 of ministry, Training manual is in the only 1 to 3 stages, so how about others 4-10 stages? We shouldn't use all of our energy only at beginning stage.

Second, Training manual should be use for only start-up line. To start is more important than anything else. Look at any ministry! They talk and have reasonable intention of the ministry, but couldn't start and dived into the bath and die. Without start-up, we can't do anything to take an action, so whatever, we have to START. Training Manual should be the function of start.

And third, it should give direction and guideline, not very in detail at this stage, but just general viewpoint here. Every manual have purpose of making, for instance, our PACE Manual is there for producing Lay Pastors, egg. Who they are, and what they have to do. It needs to be clear goal and purpose to make it.

Lastly, I suggest that practice first, then theory later. This is what I got from Peter Drucker, the book of *Daily Drucker*. It makes sense. As you see, PACE manual came out from the field practice at College Hill Presbyterian Church in Ohio, then later it made book, manual, system, I mean THEORY

later, why? People want to see, is it workable? Clinical resources? Definitely PACE manual came out from PRACTICE, and then later it made THEORY.

Equipping

Equipping is another difficult for pastors to do ministry, their position is the issue there. Many experts on the lay ministry give advice that if pastor wants to success in this, they have to step aside a little bit. Then laypeople come up to the space and they do what they have to do. Even they talk to laity "come up and to do your ministry" but no space to take it, they couldn't go up there, when the pastor step aside then laity come up, and both go out of the world. That is the correct concept, but it's not easy for pastor to step aside, because they were there for a long time, that was their position, their function, their role for a while, so it's difficult to give it to other people, especially to the laity, because they were their disciples, they want to keep that position permanently, might say such like "you are my inferior."

To approach in another way, pastor thinks the ministry was their baby, so whenever they think to give to another they feel very sorry, such as giving my baby to the other person, because I raised it for a while, so reluctant to give away. But they have to take a risk, then something good will be happened to them.

Actually, giving it to the other person means 'sharing his burden with other people.' That is the real issue on the lay ministry. This is one benefits of lay ministry, as many people say pastor alone cannot do it alone, better to think not giving his baby to the other person but sharing his burden with other laypeople. How is that? This is better concept for pastor, not negatively but positively. Yes, there are two for pastor one is negative, another one is positive. It's totally up to the senior pastor. David Kim, Hallelujah church, once said, if we give ONE to the laypeople, then they return back TWO to the pastor. Why they do not know about this, Allah! He said that. Do we really need laypeople's help for our ministry? Given them one, then they gives us back two?

Yes, some pastor's afraid that if they give it to them what happen to church and also to them? I understand what that mean. Their worries are

that there will be some confusing in the church if they let them do it. Yes, first time they will be confused and make mistake, but through that they are growing and try to do better, that's the growth process. That's why we need to equip them. Without equipping them, it's not possible to expect anything to happen. That's why at Ephesians 4:11-12, Paul stress that pastor's job is to equip the saints, for what? For the work of ministry.

What's the pastor's primary job? There are many, but equipping the saint is the primary job, without that pastor alone has to do everything that as someone once said there 46 jobs for pastor to do from the opening the door and close the door. Pastor can do only a few things, for instance, Preaching, Sacrament, Administration, and Leadership. Others, lay people can do it. Which one is more effective, and more productive? I once have preached at one church, Diaper Nagaland, there I preached the topic, "1+ 99," means one pastor and ninety-nine laypeople, of course it means pastor and laypeople there. Which one is more effective? Doing by one person or with ninety-nine people, of course the latter is much better, even we know this calculation, but we don't do that, because we think this is just mathematics. Is that only mathematics? No. This is true.

Also, at PACE ministry, they, lay pastors need equipping to do it. Without it, it is not possible to happen. But there are another issue; equipping & reequipping. That is also challenging to most of pastors. Most pastors do equipping in the first stage, means once they start any ministry they are equipping, training, preparing them well, but they don't know how important the re-equipping is. Yes, they did very well in the beginning but that is only starting point, just beginning stage, something started, but no more any meaning in some sense. When they started up, right away they have to change the system of maintenance, just like wedding is different from marriage life, starting is different from maintenance. Start-up is, just like wedding ceremony, take only a few minutes, but maintenance is forever. For instance, we have started PACE International Seminary at Nagaland India, it was prepared many months, but opening ceremony took only for a few minutes, people gathered for opening worship. That's it. Everyone dispersed after the event. Since then, our school began to shift to maintain.

Such like that, after starting any ministry definitely need reequipping. So what's the reequipping? As I found once people have learned something in the beginning stage, they are not satisfied with it soon or late, just like we study a lot of new things at school, but once we graduated we are no more interested in the study of the past even it was very shock and interested in, and also it was nearly new to them, but now they want to more, upgrade knowledge, like that, after basic equipping, the pastor has to think how to reequip them. Reequipping is totally different from basic equipping, startup equipping, but most of pastors are not thinking seriously of it. They think they have done perfectly at startup, and others they leave it in lay pastors' hands, and think it is their responsibility not pastor's job to do anymore, so they neglect this part, so start up nicely, but die into the water very soon.

That's why Dr. Melvin developed three reequipping materials; 13 monographs, Dynamite meetings, and 22 Essay. Of course he had written new ideas and insights at the LPMI USA Network News all the time last 30 years. Because he knows only one time's equipping is not enough and, it not going forever.

Pre-study and reequipping

When we start this ministry, motivating people is crucial. How do they get this motivation? I found it, and also Dr. Melvin advised strongly at his book and personal faxes, because many years ago we, Melvin and me, used fax machine to communicate. He said that if they want to start this ministry they have to pre-study of his first book, *Can the Pastors do it alone?* Later on I found how important to follow this guidance. Pastors are busy and also laypeople could not study by themselves because most of people are not interested in reading book and studying alone. Of course sometimes there is something interested things happened.

One male layperson read the first book; *can the Pastor do it alone?* By himself, because his pastor gave him it to read. He confessed later that while he was reading the book, he was on tears of his eyes, because he wants his church to be like the story in the book. Of course this is possible, but what I mean here when they study together they will learn much more about this

ministry, because they discuss, chew, and eat, so later when they are just in PACE Equipping Seminar, their mind going high to do this ministry, which means their Motivation is much stronger than not read and come to the training session. This is my real experiences through many churches' Training.¹ I have done this training more than ten years.

There were two kinds of churches: some churches have previewed the first book and waiting for my direct training. They are ready to accept what I am going to teach, to train them is happy because they are motivated half percent already, we can say first half done before my training session, so my function is to cover second half which means just make them to paradigm shift and rekindle into their heart, because they are really ready to do, to take an action. This is what I found myself. And other cases that they are not read book and just came to my class, so try to listen from the beginning, and they are not ready at all, just came because of pastor's force to attend so I really have hard time to teach, train, equip and also tried to motivate those in front of me. Once they are previewed and came to my training, actually easy, but not ready at all and come to my training, I was difficult.

Mostly I am training them for two nights, I have decided it. Because when I go down to the rural churches, I don't want them to give some burden for my stay there, so I bring my car, stay at just one night at hotel then I came back to my home in Seoul. Two evenings; we start 7 pm and finish 11-12 midnight, and next evening we complete around 11-12 midnight, then I could back to Seoul. Mostly rural church is not enough finance, they have to pay my meals a few times and hotel, also they pay my teaching. So I have done my job only in two nights. But when they are previewed, 80-85 percent motivated, but no previewed, only 50-60 percent motivated. So the former release their energy slowly, then mostly their ministry will be successful, but only 50-60 percent motivated people, as you guess, not succeed.

The best way I have done is to visit their church in advance, mostly Sunday afternoon service or Wednesday evening service, so telling to the whole people about this ministry, so some handed up to candidate after service to their pastor, then I give them book to study together next one month, usually I give them to preview for a month. So one month later, I

visit and equip them, and then next Sunday I visit again to attend Commissioning Service. I found that whether I am there or not is very different, so I try to attend the final moment, sending time, there I put PACE symbol pin put into their cloths. It is really good myself to be there, congregation also lay pastors are more serious because their trainer, myself, there, at their sending moment. So amount of energy come to their mind and heart again.

Preview is also important to the national level. When we, LPM Korea, started this ministry we pre-studied a lot, even we went one-night retreat to study first book a few times, and continued to study a lot. So I suggest to LPM India, pastor Alto, to pre-study with group of national leadership people. Because they need to develop more knowledge and through the pre-study they will get sound strategy for the near future ministry. We found that mostly, wise church, its pastor follow our guidance, so also not only to get motivation but also expectation, ready to do, had enjoying to study new thing followed.

Re-equipping

Also we need to talk about reequipping. What it is? Pre-study and basic Equipping training is important just like once we come into the army for basic training, we Koreans compulsory to join there for three years, so they are trained for a few months as a basic level which is basic philosophy, knowledge and skills. But after basic training at National Training Camp, they move into their unit which they stay permanently until they finish three years. When they jump into new camp, real life of the army they are very afraid of it, because they never had that experience before, so army train again, we call re-training time and time for next three years, why? That's the real field. No more game play.

Just like that, reequipping for lay pastors is important. Actually reequipping is uncomfortable to the pastors, because they have put all of their energy at beginning stage which means to put everything in the startup, so they think they have done their job very well, and even reequipping is not their job they think.

And they think, they have done for startup the ministry, so next job is

to be given to the lay pastors themselves and they have to develop, to creative for the keep on going. But that is not true and reality is not like that. Laypeople couldn't manage reequipping by themselves, and that's why Dr. Melvin developed reequipping materials; ² Monograph, Dynamite Meeting, Essay, and 'Letter to Lay Pastors.'

These materials are good for lay pastoring, but how about pastor's side, I mean senior pastor of LPM churches. They are responsible for this ministry, I mean reequipping. Because lay pastors need this extra training and also they want to grow through and in this ministry. After three months of launched mostly they feel to know more about many things, but exactly two areas I found, for instance; Bible knowledge and psychology and more skills on real ministry means they face problems when they doing this ministry now. Then they have heard from teacher that some problem will come to and of course there is some reequipping materials but they didn't have real experience³ about those teacher's teachings, now they are in the right place. Of course they don't have to quit there but needs to get experience through. So pastor need to familiar with those readymade to use of three or four Melvin's equipping materials and better be creative more and more and they can use materials where in their own book shelf.

How to use Melvin's materials

I am grateful to Dr. Melvin that he developed very useful resources, but I had regretted we couldn't use them fully. He has done what he has to do, so the rest are upon to us.

First, he wrote two text books: 1) *Can the Pastor Do It Alone?* 2) *Lay Driven Church:* and four manuals; Startup Manuals, Training Manual, Supporting Paper, Leader's Manual: and three re-equipping materials; Monograph, Dynamite Meetings, and Essay. Recently he developed about 30 Letters to Lay Pastors. I and others tried to develop additional materials but mostly based on Dr. Melvin's concept and philosophy, and also on his ministry.

Let me talk about the first book. He has been started this ministry at CHPC (College Hill Presbyterian Church, Ohio, USA), there he made outline of

the book because he has written from what he has learned from the actual field experience, then he has written Doming dissertation at UTS (United Theological Seminary, Ohio), later on his dissertation changed into the book, *Can The Pastor Do It Alone?* And it has been published in public. Then it translated into many languages, even in Korean from LPM Korea Institute.

Actually it has written for lay people because it says how lay people are doing PACE as a lay pastor. And it contains a lot of illustrations which is from other churches, and other people, their stories on the ministry. It is really helpful for lay people to understand how they were, and how they are doing in the near future. It has been used 35 years in the States and 15 years in Korean and now in the PACE International Seminary (PIS), Nagaland India.

His second book is *Lay Driven Church* which is more theoretically and academically. After many years in Lay Pastors Ministry/PACE ministry itself, Dr. Melvin needed book of more on theory for senior pastor those who lead this ministry. The first book is for lay people so the leader, mostly senior pastor, need to see two books at same time. They are leader of the ministry, so need to know not only practical aspect but also theoretical aspect, and more deepen knowledge for the ministry.

The four manuals: 1) Start-Up Manual; 2) Training Manual; 3) Supporting Paper; 4) Leader's Manual. We need to look at the manual of start-up. Before this ministry, pastors have to read it, and they know how to start. It is essential to read it. If they don't know the process from 1 to 10, they are not sure about the process, so they might embarrassed very soon, so read and familiar with that process. Training Manual derived from the first book, but more structured, so need to look at from module 1 to 12. If he trains with this manual directly it's wonderful, but only a few pastors trained by themselves out of 200 churches in Korea. Mostly they requested to the Headquarter, LPM Korea Institute, so I go to their church and train their lay pastors, even though I visit there, senior pastor would better to know what's in the Training Manual before the training session.

And there is Leader's Manual. This is more pages (80 pages) than Training Manual itself (34 pages). This Leader's Manual is really helpful to the trainer themselves, and we LPM Korea have translated those materials into Korean and used them very well. I have read Leader's Manual many times in Korean and also even English version. There are many flesh and bloods for doing and leading the ministry, so Dr. Melvin made them very well.

Also he wrote three re-equipping materials: Monograph; Dynamite Meetings; Essay. Monograph is good for beginning stage, I mean first 6 months, and they would better use it at re-equipping session. Many honeymoon of the ministry is over in a few weeks, or in a few months or so, they need to re-chargeable battery, this reequipping is that battery, and time to time, need to use Dynamite Meetings for reequipping at monthly meetings and can read Essay at home or group meeting, and discuss each other. Lastly he wrote Letters to Lay Pastors. We may find that this looks like very personal Letter. Once I have read them, I opened my mind and eyes again.

Also I suggest that you to read Network News that published quarterly which has done last thirty years. Mostly Dr. Melvin wrote many and all of stories in the ministry field and his experiences, his insights, so we will get a lot of Ideas for our own ministry, I am still reading and reading, and using them.

Is PACE fits for today's church?

I am not mean that we don't need PACE ministry for today, but today's society is different to get and to do the concept of PACE, e.g., caring ministry because today's world is very different from yesterday, I mean once Melvin has developed PACE ministry three decades ago. Of course, that is why we need more PACE ministry especially in this kind of society, but sometimes I am wondering is PACE working for today?

As we all know PACE is the caring ministry; Pray for others, Available to them, Contact them regularly, and Example as a Christian. These are very difficult in today's world...of course it depends on how much we really use!

Of course it is for people in the church. I don't mean here that any particular church but churches in general.

Let me talk about Prayer first. I found today's people are busy because if they are not busy, I mean not working, they couldn't survive in this economic society, so even busy for themselves, for their own family, and I found mostly wrestling to survive. In the surface, they look ok, but most of them are crying for now and some are urgent; so difficult to pray for others, and no time to think of others.

Second is Available. This is tougher than the first one, Prayer. The first one is Prayer, means we don't need to go to them, we just here where we are now, so not too difficult to do that, don't need to move to them physically, but Available it different. Prayer is just emotional involved but the Available is emotional & also physical, so more difficult to get done that they want.

The Founder Dr. Melvin and his team made this, because they think this is what they have to do. But people today is more busy and much different when they made, so not easy to share their precious time to the others, even when they have time, they want to relax, resting time from a lot of stress, so it's not realistic to them. Even third is Contact which means contact them proactively, Available means when they asks, we approach to them. As we do three above we will be an Example as a Christian.

As we think of those briefly now, not easy to do...it is really not for ordinary Christians. We have to think of it seriously and need to get clinginess from God. Also those who are given caring gifts; mercy, compassion and encourage; is possible to do this ministry. I am saying here we need to think of PACE more seriously if we are sure this ministry need for today.

How to solve this problem? I can think of it two ways: Reequipping & individual supervision. I think regular re-equipping is important. When they are training, they may use of Melvin's materials. Of course they also can be a creative to develop and use other materials. First al all, look at thirteen monographs. There must be answers of these problems. Once I revisit PACE

network churches, I use those materials and found that it's very useful, helpful and valuable. It renews their commitment, and also their identity, which they are as a lay minister. Second, they need to meet their Shepherd or ministry leader regularly. It's also very helpful.

I found that there were two ways to get help when I am trained at CPE course: group dynamics and Individual supervision. We needed those two approaches regularly, so it was good to my growth. Both are same valuable, so LPM/PACE ministry definitely need those two approaches, group training and individual supervision, I mean doing PACE at field, then sometimes trained together regularly, and meet their ministry leader regularly. That's the way to do.

Lay Pastors Ministry & PACE

Lay Pastors Ministry is a big view in terms of ministry. Let's say PACE in simple form. We say SIBKIS sometimes; See It Big, Keep It Simple. LPM talks everything but PACE talks only caring of lay pastors, just job description. There are many distinctions between PACE and LPM. PACE talks about one to one caring, but LPM is group caring. The reason is that PACE is one to one relationship, but PACE is related to the whole congregation of the church. To say to related means, there are many one-to-one relationships in the church; There should be a distinguish leadership; have to have a distinctive system; larger meaning and vision in there. As we see just its definition, PACE is limited in relationship, LPM is whole culture and direction, and expressed its system. In the other hand, PACE is the task of laity, and LPM is the pastor's job to do. The first book of Melvin is for PACE, second book is for LPM. Two books are different and each one is perfect picture, but once we see together, just as two pictures on the wall, those two books looks good and make synergy. It gives us more large energy, structural energy culture, big vision will be made.

One-to-one relationship is PACE. Do you want to make with it some products, then you need LPM, which means not individually separated one but should be a "common ministry." Then LPM system covers for it and we will get result which means effective as we expected.

I tried to help more than 150 churches with this ministry. This ministry, as

you see that, is a relationship between laity and their pastor. Of course not exclusive for the whole congregation, in some way all of them included in this ministry, they see it, taste it, and involve it. The issue that I found here is not easy job for pastors; accurately they are senior pastor at particular local church, not general pastors at any place. They are the people who are in charge of this ministry. I mean they are top person to decide major things in this ministry. Of course there is some level to take care for this ministry. Melvin called it, Ministry Leadership Group (MLG) those who are responsible success or failure of the ministry. Mostly 4-8 laypeople among lay pastors, because others don't know about this ministry. And in the other case, mean at large church, associate pastor is in charge of this ministry, but they are only managing this, not doing ministry itself. Even these responsible levels are there, but the very top person is senior pastor. They decide major things, for instance to adopt this and adapt to their church.

So he has to know PACE very well (simple level), and also has to know LPM (comprehensive) if he wants to do this more effectively in his church. But mostly are not understood well, and not lead properly. The difficulty was that they have old-mind set, which means they had old-habit leadership style. Old-habit? Kind of very centralized leadership, but this ministry is not working with that kind of leadership. This ministry is to let them (laypeople) do, it means give them freedom to do their ministry. If pastors are thinking that this is their original ministry but sharing them to help pastor's ministry is not proper concept for working at all.

To think well it is laypeople's ministry and now returning to them because laypeople are called, gifted and equipped, so pastor has to believe this concept and also believe the laypeople themselves. If pastor don't believe it laypeople couldn't do it properly or effectively. So pastor's leadership need to be changed that to mobilize them, help them, and equip them to do better than before, and have them grow and mature to the fullness of Christ.

And also they have to know LPM and PACE more in details if they want to succeed this ministry because we found that most failure of this ministry is due to lack of enough knowledge and lack of understanding of senior pastor in this ministry. So to speak, they don't know exactly what it is, how to guide and lead of this ministry. I tried to help churches last ten years with this ministry, of course mainly I visit them and train their pre-lay pastors,

LPMI USA is also doing same style thus, senior pastors improve themselves rather than only rely on our Institute too much, if over-relied on to us there, they become weak themselves in developing their leadership and management skills.

And there are many names of designation about Lay Pastors. Original name is Lay Pastor, but depend on their situation and theology, they call them differently. So our respected founder Dr. Melvin Steinborn has written on this issue at one of his thirteen monographs, "How we call them." At there, he understood there are many different names in the local church in the States, but he stressed even they put different name "the rose should be pour out same smell". For instance, in the States one of the LPM big churches is Frazer Memorial Church at Montgomery Alabama. They adopt this ministry many years ago but they don't call them Lay Pastor rather call them lay minister.

Of course those two names are totally different as you know, but they call it slightly different from original name, in so doing, many other churches are following their style. Of course there was no problem, because they knew the exact meaning of PACE, and what it is, but it is a little harm to the other churches, and also their names are already there. Lay minister, in the other section, so it makes them confused without useless. We have to be careful about how to call them. Of course I understand there is some risk of calling them as a lay pastor. Because people think pastor are those who graduate seminary and ordained person.

In Korea, Hallelujah church adopt this PACE ministry many years ago, were doing very well, even they opened PACE Training Center in the church so produced more than 1,000 lay pastors. Senior pastor David Kim was arguing with his wife for many years because of this calling issue. David Kim constantly insisted to call them 'lay pastor,' but his wife was uncomfortable all the time about this naming because many people say this naming is not proper to the laypeople, told her many time. She talk to her husband about it but David Kim was not giving up to call them as "lay pastor" because as Melvin said, the naming is very important, it change people's mind and soul,

and also their identity who they are. He understood the meaning of this ministry exactly.

Chapter 3

Lay Pastors Ministry in Korea

I better talk about LPM Korea and LPM in the Korean churches. First, LPM Korea. We formally started in July 1999. I have prepared 2-3 years before formally launched. I trained a couple of church with PACE, and those among lay pastors a few people started with me.¹ I can say three stages in our staffs, we called ourselves "staff" of LPM Korea. First time, very pure 3-4 lay people came and started together, actually they are founding member of LPM Korea. I trained them at their church and they became our staff. Soon I mean they understood and they think this ministry is meaningful, and through this they might grow so they came and still stay with this ministry for 15 years, for longevity.

We met together almost every day and every week, talk about this ministry, vision, practical strategy for local churches and national level. Through one staff Rev. Lee, another person came to our office, he was working as part-time at Christian Newspaper.² Actually then he came for interview with me about this ministry, we talk a lot about the ministry, and finally he became our staff. Through him I can write columns on the newspaper of this ministry every week regularly for next two years, almost 100 times of columns...of course with my photo, so people got to know who I am and what I do for churches. Through his help we can advertise our seminar and conferences.

And one day, I got a phone call from publisher that told me they want to publish my translated book of Melvin's, *Can The Pastor Do It Alone?* Then I told them I don't have money to publish so they said they can publish with their pay, so it was published smoothly. At final stage Dr. Sangbok David Kim proofed whole of manuscript and then published 2000 copies at first. It was 14 years ago, in the year of 2001.³ After LPM institute open in Korea(July 1999), the first national conference was held in 2,000, and the following year we published formal book and sold in public, e.g., our books jump into

every Christian book stores in Korea, therefore ,many people got to know this ministry.

Through columns of every week, book published, seminars here and there, and communicates quite often with Melvin, our ministry was growing, and right after conference of Hallelujah church, they opened PACE Training Center in the church, so next 10 years they trained and produced more than 1,000 lay pastors. After conference, pastors David Kim himself taught pastoral staffs, Elders group and deacon/deaconess group in turn, most leaders of the church understood what the Lay Pastors Ministry with PACE was .After they have officially opened PACE Training Center aftermath.⁴

At Training Center, they trained twice a year, spring and fall semesters, and fifty people are in each term, so formally produced 100 lay pastors every year. I have visited once a while and taught them with special topic, so the Center and our Institute was cooperated very well. Once we held our Institute national conference we invited those teachers from the Center, and they gladly came to teach some workshops. Especially senior pastor David Kim and Elder Lee were really helped our conferences.⁵ while we were cooperated, two people from Hallelujah Church involved in our Institute; Rev. Jongtae Kim and Rev. Kwangseop Jung.

Rev. Jongtae Kim was a chief associate pastor at Hallelujah Church and Rev. Kwangseop was a deacon. As they joined our Institute, we grow together; even Rev. Jongtae got Doctor of Ministry of Lay Pastors Ministry from the Fuller Theological Seminary, Pasadena LA, USA. He has a lot of experiences from Hallelujah Church so he putted excellent resources into our Institute, we got many benefits from him, and we were teaching together every seminar, conferences next many years, and he came one of the professor at PACE school, Nagaland India.

I guess three or four years later, our Institute needs to open our own Training Center, so we opened separated room which is attached to the National Office we have trained many pastors and also lay people there. And some of foreign students who are studying in Korea came and trained with Melvin's first and second books, *Lay Driven Church*. It was small fruits but very significant for the future ministry. At Center three important people came and studied together; Rev. Park, Rev. Jang and Mrs. Rev. Jo. For instance, one day Rev. Park called to our office because I have translated 2-3

Preaching books into Korean, he saw books at the store and called me the man who translated those books. He wants to know more about preaching. He came and talk, then he got to know about this ministry, and trained at our Center, then he became our staff very soon, he still works with LPM Korea. He is very talented person whom exactly we needed for upgrade materially and strategically.

Rev. Jang, and Rev. Jo. These two people are very precious for LPM Korea. I already got to know Rev. Jo. She was studying English Bible many years ago with me, and still had a good friendship with each other, I invited her to join our ministry, soon she took Rev. Jang who was classmate at Westminster Graduate University in Korea, and actually three of them came into our group at the same time. Through them our ministry almost blossomed. They have developed nearly excellent materials and resources, even Rev. Jang made 350 pages of PowerPoint from Melvin's second book. It's amazed. We still use his slides in Korea and School in Nagaland India.

I used to teach PACE Training Manual in English at our Training Center because sometimes many foreign students come and studied. I became familiar with English PACE Training Manual, so I visited here and there to meet foreigners. On the way those visits, I have met Dr. Timothy Kaping who came from Nagaland and study theology in Korea, actually he changed his nationality into Korean because of his marriage with Korean woman. I met him at one church where I teach English PACE. He loved this ministry especially on the concept, "love with skin on." Since then we were working together for foreigners, we met many and trained them whenever we had opportunities.

Later on we started PACE International Fellowship (PIF) which means we needed to meet regularly, we met every Sunday afternoon, there we have studied PACE regularly, and later on we had opened English worship service on Saturday at the Vine church in Seoul downtown. Preacher was Pastor Aloto, after worship service we studied PACE. Aloto was one of PACE students and he studied for Th.M at Seoul Christian University (SCU). He also came from Nagaland (India), so I suggested the Vine church to invite him as an English preacher. When he almost finished his study in Korea, he was little worry about what he is going to do when he come back to his home land, Nagaland India, so I suggested him to think and open the PACE school,

finally we opened together a school called PACE International Seminary (PIS) at Dimapur in Nagaland(India).

LPM in the Korean churches

As we know, American Presbyterian missionary and Methodist missionary landed in Korea in April 1885 so Korean church is almost 130 years old now. They came to North Korea first and later moved down to South Korea.

First 4-50 years we tried to root Christianity in Korea, and then Revival Meeting (1930-50s), then Bible Study (1950-80s), and then Church Growth (1980-2000). So we Korean church has grown enough, we can say, of course there are a lot of non-believers now, but in terms of church itself, they grew very much. In 1990s there was some phenomenon which was focus on the lay ministry. Because there is two issues: 1) lay people grown up enough, so they want to do something for God and also for Church; 2) They are unsatisfied of present situation in terms of their competency; 3) Many ministry paradigms came from States, I can say they are imported.

I remember the first ministry paradigm is Cell Ministry (CM), and soon Natural Church Development (NCD) and then ours Lay Pastors Ministry (LPM). As you know, Cell is small group movement, NCD is church health check list and LPM is lay pastoral care system. All of these three ministry paradigms helped Korean churches last 20 plus years. Other two paradigms were also good, but our LPM is really focused on lay people's ministry especially on the caring. Our strong point was to give ownership to lay people. Of course there are many characteristics in our ministry.¹ So churches easily accepted our ministry system.

Why do they accept this ministry? I found that there are strong points in the ministry. Above all there were paradigm shift. It was really workable! Lay people want to do something and waiting for something eagerly, when they got this they could be lay minister, lay pastors event though they have never gone to theological school, later on, they were satisfied just like other ordained pastor. It gives them confidence to themselves. As we know Maslow's ladder theory, at last stage people want to get self-esteem. What is

that? They want to feel worthy themselves which mostly comes from challenges. So they jump into this ministry and gladly take a risk also this is God's ministry so no question to go for it. It makes them involve very quickly. Mostly they like this ministry. However, the matter was that they are not competent and not ready to do they might think.

And also in the other point they envy the ordained people. They look up at them as a superior than themselves so they feel more inferior, but through this ministry those mindset can be overcome. Finally, they respect their pastor more than before because they got this vision and ministry was permitted from their pastor.

How about pastors? Why do they accept this ministry? They also learn something from this ministry and open their eyes to this world to do new ministry and changed their leadership style by using their real leadership. I mean they used it generally but now they use it very practically and found this ministry is effective to the church growth directly. It gives them clear destination of future ministry. Many people complained about their church because they see and hear about other churches, but through this ministry those complain is stopping slowly, because people are more satisfied than before. Also pastors wanted the exit to get out from present situation. Korean churches, 15 years ago, almost stuck on the wall which is no exit to get out. They were longing for this kind of ministry for many years, how they can get out of those dilemmas, so they think they found the answer from this ministry.

How about churches? Because fellow Christians and pastor changed something, so church it are ready to accept this ministry gradually. And also I **have** mentioned already the change of church culture. Firstly, happening of this ministry is to change church culture, people see it with their eyes, so mostly glad and thank this ministry. Culture of caring, accepting each other were made, so naturally church become more warmer than before, it is direct way to church growth.

Conferences in Korea

We, LPM Korea, hold five conferences and of course LPMI USA holds it more than 20 times because they have done this ministry more than 30 years. Why do they need conference, and what is that? Conferences regularly are important for churches and also for us, headquarter because we will get some benefits from the conference. For instance, lay pastors at local churches come and refresh their ministry. After a few years of the ministry, they feel boring and they want to know more new things and want to see what and how other churches and people are doing this ministry, they really want to attend annual conference regularly, that's why LPMI USA hold conference last 30 years because LPM/PACE churches in the States need to upgrade their ministry.

Once they come, they learn from workshops and talk with other church's lay pastors and listen to how big and small churches are doing this ministry. Through attending the conference their commitment and motivation renewed. Because they think they are not only doing this ministry but they found many other churches are doing this ministry, and also they are eating, and talking together so they feel they belong to this big family.

LPM Korea started it from the Hallelujah church's conference in June 2001, since then we got the baton from them and the following year, we hold 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 PACE trainers came from there and taught at workshops, it was really encouraging for us.

On top of 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 church, lay pastors, and also attendees, so it is exactly not help for us, Institute. Only through the Preparation time, mostly one year, we, ourselves, can grow a lot.

Above all, we needed 25-30 workshop leaders from all of 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 it out those ministries working good or weak and if have any problem, we also find how we have to help them; those church and develop resources adaptable to each of them. We find what do they need at next conference one or two years later? I have learned a lot once I first attend at St. Louis in April 2,000; there at the ending time of conference they announced Venue of next conference, mostly 2 years later. They have done conferences every two even 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 do conference in the every odd year.

Conference is important event in the Lay Pastors Ministry. I have begun to attend International conferences in the States since 2000. LPMI USA holds conference every other year, the end of April, since they have started this ministry 30 years ago. It was really big shot to the LPMI USA's ministry all the way. All of their energy put the preparation of conference, they even prepare two years ago, means right after conference, especially at last moment of conference, at evening banquet they announce next conference's date (fixed the last week of April, even year) and venue, so people remember when and where to held next conference before they disperse. So they, LPMI USA begin to prepare for next conference which will be held two years later.

In April 2000, I first attended at St. Louis' Conference with Hallelujah church people, I met Dr. Melvin and other leadership team of LPMI USA at there. And our LPM Korea Institute has opened in July 1, 1999, so it was first time to attend, and it was really impressive and get fresh air, and then I thought us, LPM Korea will be held just like their style.

Since we came back from St. Louis's conference, Hallelujah church and we, LPMKorea Institute together began to talk and prepare to held conference in the following year, June 2001. So Hallelujah church hosted and we Institute invited General Secretary of LPMI USA, Tom Parrish, because Dr. Melvin was old and a little sick so he couldn't fly long journey from Ohio USA to Seoul Korea. The conference which hold at Hallelujah church was really successful because Hallelujah church prepared a lot¹⁾ and spent much money to held conference. Anyway LPM Korea started to hold its own conference next year (2000), usually in June every year aftermath. Through conference held every year, we have grown up.

So, why those regular conferences are important?

For Senior Pastor: They will meet other pastors of LPM Network churches. They will talk each other and sometimes with us, staffs of LPM Korea, and share their questions and worries, and may check out their present PACE ministry.

For Lay Pastors: They will meet other Lay Pastors of other churches some who came from big church and also from small one. For instance, pastor's wife²⁾ of Hallelujah church often came to our conferences and encouraged those pastors and lay people. She has done PACE ministry many years, and very well, so she knows that something important.

For church: Churches are motivating through the event of conference, church has chance to see and to accept this ministry than before.

For Headquarter: To prepare for the conference we, LPMK Institute, are busy and gathering materials for the conference, select workshops, recruit teachers, and review last conferences. Through the preparation we developed new Network churches, new pastors, new teachers, also contracting to some professors in the area...

Staffs of LPM Korea

Staff people are very important to this kind of ministry. Every organization has different concept on the staffing, but I think our style is good. The reasons are these: I found that everyone has strength at some point. They have spiritual gifts, better to say "talent" in some area. Some teaches very well, some makes excellent fellowship, some has very reasonable thought, some has very structural system of their brain, and some are very quiet style so there is no mistake. As we see there are various people in the world, even in the small organizations, we need many kinds of different people.

Two major issues in this point:

Number I: When I started this ministry Dr. Melvin advised me, "You can't do it alone, if you want to cover all of Korean churches, make a team for the national level. "As we know he developed the monograph on "Leadership Group for Lay Pastors Ministry" in the local church. Even this monograph talk about local church, it is good for adapting to National level, so I used it to make Staffing for LPM Korea. There could be many different names those who are working for national level, but we put the name "Staff" for LPM Korea. Since Dr. Melvin wrote at Monograph, I told people around me to join as staff for Korean churches, so people came into our group one by one, in the beginning just three people started Institute but later on it became 11 people. I found that less than five people is a little weak, and more than 10 people are a little difficult to work together as a core team, so I tried to keep the number 8-10 people all the way.

Number II: I tried to get family consciousness among our staff member. I told them many times, ""we are family." I still have it on my mind. That's why the "Staff" concept is the best for this kind of ministry. They don't leave LPM Korea easily because they are here for helping Korean churches (clear goal), and we are family (inside culture).

Every member was a volunteer, I mean no salary at all, even our full-time staff in the Office, including me, and was no paid all the way, last 10 years. We eat together, sad together, happy together, think together, and even they couldn't sleep well once we have problem to solve, assignment to complete and longing for success, in some way they have enjoyed those

problem, challenge, task in front of them. Since we have family and team concept for specific mission it was possible.

I really appreciated to their investment of time, energy, even sacrifice which was put in this ministry, for helping Korean churches. We have done very well and hope other countries have this kind of team in their ministry. I appreciate Dr. Melvin who guided us to do that, and LPMI USA which is still modeling to the rest of us. They call them "Board members" and we know they are working for the International level. That's why they call themselves Board member.

Hallelujah church & LPM Korea

I got to know Hallelujah Church in terms of Lay Pastors Ministry in fall, 1999 right after formally opened LPM Korea Institute (July 1, 1999).

I sent fax to Rev. Sangbok David Kim, the senior pastor of Hallelujah church which is prominent in Korea to invite him as member of Theology committee for our Institute, because he had already LPM Academy in his church more than 10 years, so I approached him to join with us.

Then he called me and asked more materials on the Lay Pastors Ministry, and he is interested in this ministry and asked me to meet his associate pastor in a few days, I met Rev. Jongtae Kim who was chief associate pastor at Yangje Torch Trinity Mission Center in November 1999. Rev. Jongtae said Hallelujah church's people want to attend LPM International conference in the States, so we went together at St. Louis' Intl conference in the following year, April 2000.

Since they came back from States, they began to prepare for National Conference in the following year, June 2001. Finally, the first Conference of Lay Pastors Ministry hold at Hallelujah Church in Jun 2001: 1) It was successful conference and was really historical event in Korean Christianity; 2) Most churches got to know about this ministry; 3) Our Institute started more stronger and productive ministry since then. So I was so busy to visit churches and equip them next many years.

I appreciated Rev. Sangbok David Kim and Hallelujah church, Because we

were working together as partners in ministry, between church and Institute.¹⁾ After successful conference, the church and our Institute work together very closely, they made synergy because they are local church and we are parachurch nonprofit organization, so it was really good combination for the common goal, "to equip the saints for the work of ministry," and we were happy and satisfied to work together.

They developed LPM, especially PACE Ministry at their church and made brand PACE in the church, about 6000 people heard PACE almost every Sunday, every occasions in 10 years. It was really amazing, we LPM Korea also were busy to help Korea's local churches, and also many churches believed us, LPM Korea, and even I because they know we are working with Hallelujah Church and also with David Kim very closely and some believed LPM Korea and his church are one family.

Sometimes they see me as a person of Hallelujah church, it wasn't bad for me to approach, extend, expand, even overseas because people think I am working at Hallelujah Church as an associate pastor. Because we have Institute, and we had a good relationship with the church which implies becoming model of Partners in ministry as local church with parachurch organization.

On the way we work together, Hallelujah church helped us financially since 2000, they helped our Institute more than 10 years until he retired (probably in the year 2010 at age of 70), LPM Korea were working for churches without any big financial problem, and also they helped us personally, very supportive. It was heyday of our ministry. Even right after Conference, they opened PACE Training Center in the church and more than 1000 lay pastors has been commissioned, in the end they worked for every corner in the church as a PACE minister, I can say, it was really successful case.

And the PACE Training Center and our Institute work together more cooperatively, we grew together, helped each other, shared resources with each other and they have bought and used our translated textbook at their Center more than 10 years that was very helpful for our Institute's financial states. On the way, I had read book *The Prospering Parachurch* which I got a lot of ideas to adapt to our own ministry. Through good relationship with Hallelujah, I got also manpower from them, Rev. Jongtae Kim, Kwangsup

Jung, Haekyung Yoon, and staffs of PACE Training Center and more excellent people joined to LPM Korea work together more than 10 years, that's why LPMK ministry was growing and helped hundreds of churches next 10 years.

Then through the years, my leadership is enhanced, our staffs grew, overseas ministry was expanded to many countries, and I got Ph.D degree and also postdoc position at Yale and Oxford University.

Now LPM Korea helped to establish PACE Intl Seminary (PIS) in Nagaland India. Thanks God and everyone who were involved in this wonderful journey.

Partners in Ministry

I used to ask at the beginning of my teachings on lay pastoral care, "Do you think of yourselves and your pastors as 'partners in ministry?'" Not even one elder, deacons, deaconesses and other laypeople thinks about being partners in ministry. Most see themselves only as helpers who assist their pastors in doing *their* ministry.

Pastors think the same way church members are their helpers, assisting them in their ministry. This old way of thinking leaves churches, the Korean Church included, with minimal growth and in need of revival and spiritual maturity. Something needs to change.

Some pastors and church members are changing. One large church in downtown Seoul has taken the motto for the New Year, THE CHURCH OF PARTNERS IN MINISTRY. It is already known as a discipleship-making church. James Garlow, pastor of Skyline Wesleyan Church in San Diego, California wrote the book, *Partners in Ministry* (1998). The list of churches include the six-thousand-member Hallelujah Church in Seoul, where Dr. David Kim started a Lay Ministry Academy in 1990, and the Frazer Memorial United Methodist Church in Montgomery, Alabama, which has over 5,000 members engaged in various ministries.

Many internationally known individuals and parachurch organizations are committed to lay-clergy partnership: Dr. Paul Stevens, professor at Regent University, Vancouver, BC, Canada; Professor Greg Ogden, Fuller Seminary, Pasadena, California wrote, *The New Reformation*, in 1990; Dr. Robert Slocum (layman) wrote a book for laypeople, *Maximize your Ministry*(1990) Dr. Melvin

J. Steinbron brought laity and clergy into partnership for congregational care by developing *The Lay Pastors Ministry* in 1978 in College Hill Presbyterian Church, Cincinnati, Ohio. There are many more.

Dr. David Kim says that God gave the Church an important concept in every era throughout Christian history (*PACE Seminar*, 2004): Luther/Calvin era (The Reformation) Romans 1:17, *the just shall live by faith* Wesley era John 3:16, *God so loved the world...* Our era Ephesians 4:11-12, *Pastors...are to equip the saints for the work of ministry*. The "something" that needs to be changed is the concept of ministry, changing to this God-given concept, that pastors are to equip their members to do ministries reserved exclusively for clergy in other eras. This revolutionary change is saving the Church from its stagnated growth, lack of passion, and arrested maturity. Among the many ministries pastor and people are doing in partnership is the ministry of pastoral care. The organizational structure we know it by is The Lay Pastors Ministry.

Just what does *partners in ministry* mean? Jim Garlow gives us some understanding at the end of his chapter, *The Biblical Basis* "Layperson, pastor, you are both ministers. God has called you to serve Him, to share His love with others. As laity and pastors, we are partners in ministry." Partnership does not mean that laity does everything pastors do. The distinction between the two is *function*, not *essence*, based on what one *does*, not on what one *is*.

Both church members and pastors are ministers. The main scripture for this truth is Ephesians 4:11-12. The ministry of pastors is to equip the people; the ministry of the members is to do what they are called, gifted and equipped to do. This is the meaning of *partners in ministry*.

I find two themes in this scripture: 1) equip the saints; 2) the work of ministry. The first is the pastor's function; the second is the people's function. The equipping act brings the pastor and people into partnership for caring for God's people. The result is in verse 12 the Body of Christ is built up. The building up of God's people by caring for them requires partnership because neither laity nor clergy can do it without the other.

Up to now pastors have been *doing* ministry, laity have been *receiving* ministry. As partners in ministry they both give and receive ministry. This is a

new discovery!

The Lay Pastors Ministry is the ministry to which God called me in Korea and other places in the world, even the USA. I am a pastor equipping other pastors and lay leaders to equip their members to do the ministry of pastoral care in their individual churches. Also, as director of the Lay Pastors Ministry in Korea, I bring pastors and lay leaders together in for ongoing training and interaction at seminars and conferences.

I have been doing this ministry for more than ten years in Korea and have discovered that it adapts to local churches very well. One of the outstanding churches is Hallelujah Church, one of the most beautiful in Korea, which has over 6,000 members. The senior pastor, Dr. David Kim had the concept of Ephesians 4:11-12 for 10 years, waiting for the practical tool. The Lay Pastors Ministry is it. As partners in ministry, we held our first Lay Pastors Conference ever in Korean church history.

I am finding this ministry to be good for pastors, laity and the congregation. They become partners in ministry, church culture changes, people are mobilized, and, as one pastor told me, my church has become a happy church.

No clergy is Omni-competent! One maybe effective in some areas of ministry but not in others. Yet, if congregations are to grow numerically and otherwise, ministry must never be the domain of ordained clergy, but it must be shared with the laity who can bring varied strengths and unique creativity to any task!

Lay involvement is healthy in terms of one's personal growth as well as the corporate development of the congregation. However, before lay ministry can become an ongoing reality in a local church, the ordained clergy have an imperative task to fulfill among the members, namely, to equip the laity for ministry. Such is the mandate of Ephesians 4:11-12 regarding pastor-teachers. No church will fully succeed in its mission unless this prescription is obediently exercised and fulfilled.

God Himself intends that clergy and laity be partners in ministry. Historically there was never any distinction between these two classes of God's People. The laity will positively respond to any appeal with places significant areas of ministry in their charge instead of mere "ecclesiastical

trivia" which as often passes as "lay ministry."

In the work of the church, according to Dr. James Kennedy, for too long people have been content in "letting ecclesiastical George do it." After all, pastors are full-time paid professionals, the true functionaries of the church. They have the training, the time, and the tools for ministry! (Melvin, *Network News*, No. 16, p.41)

On the other hand, many ministers have feared their laity and are intimidated by the capabilities of some lay persons which may surpass their own. Therefore, they prefer to do nearly everything in the congregation, instead of delegating to the laity what their gifted-ness from God enables them to fulfill with great effectiveness in and for the Body of Christ.

Anyone who is desirous of seeing growth in the Church, and wants to be obedient to biblical mandate concerning the ministry, must eagerly embrace the concept of a vibrant laity engaged in all facets of Christian work.

How, then, do we reactivate God's People? How can we help them vacate "The Comfortable Pew," to quote the title of a book by Canadian Pierre Berton? It's here that pastors must take the initiative in their congregations, in a variety of ways:

(1) Begin with the existing leadership, i.e. members of the Session, Consistory, Church Council or whatever you may call your spiritual overseers. Train them, encourage them, and invest yourself in them as Jesus did on His twelve. Spend enough time with them each week. Take them on a variety of functions and disciple them for teaching others also, cf. II Timothy 2:2

(2) Gradually recruit others for a variety of ministries and provide appropriate training. Only when they know they will be equipped for ministry will people be willing and ready to respond affirmatively to our challenges for ministry involvement.

(3) Affirm the work being done by the laity personally to them, and publically before the entire congregation. Both aspects are essential!

(4) Dramatize, continually, the importance of the ministry of the laity, by

showing the multiplicity of tasks available, for which training can and will be provided. This can occur through preaching, vocal and printed announcements and other challenges to the congregation.

(5) Engage, at the earliest possible convenience, the services of lay persons sufficiently trained, whose capabilities have already been tested, in equipping others for ministry. Not only for salvation but also for ministry, spiritual multiplication must remain the goal!

Professor Paul Stevens of Regent University cites three models of lay pastoral care ministry in his book, *The Equippers Guide: Lay Pastors Ministry*, founded by Mel Steinbron; Stephen Ministry, founded by Ken Haugk, and Caring Church, founded by Howard Stone. These pastoral care ministries and many other types of lay ministry are built on the Biblical teaching about being *Partners in Ministry*

Chapter 4

How to start and progress?

I have experience two in this topic: National level and local churches. At national level We, LPM Korea, formally started in July 1999. Of course we spent 2-3 years to prepare because we have to translate English materials into Korean; two text books, four manuals and three reequipping, those materials are developed by Melvin Steinbron. And also during we prepare to start, I have taught 2-3 years at Sungkul University with two books before startup our ministry. Then I was an associate pastor at 100 people's church in Seoul. Our senior pastor told me to train our people first because I have translated it into Korean, so I have had equipping experience at my home church first, of course there were some mistake to me and also to our pastor because we both didn't have experiences in this new ministry, new approach. It was just some mistake and learned something for the future ministry.

During that time, I remember it was around 1996-97, I was invited many churches to do equipping seminar for their churches, but I was uncomfortable because I was belonging to local church as an associate pastor, so couldn't go out freely, finally I stop belonging the church and get out, opened organization called it, LPM Korea Institute. I was totally free to go out and visit churches and doing seminars for pastors and denominational gatherings. Next year, April 2000 I went to St. Louis with a group of people from Hallelujah church, since then we, Institute, and Hallelujah work corporately very well. About ten people including assistant pastor from Hallelujah Church have attended LPM International Conference for a few days. Before we fly to USA, the church had decided to held conference in the following year (June 2001), so people needed to go and see what it really is and how to held conference.

The reason was that senior pastor in those days, Rev. Sangbok David Kim wants to show the people what the Lay Ministry is, because he taught and preached last ten years but still people don't understand exactly what it is. So he want people go and see.¹ so we attended and came back then prepare to held conference. The following year, June 2001, we LPM Korea and Hallelujah together, church held conference for two days. Three main speakers: Rev. Sangbok David Kim who was the senior pastor of Hallelujah church; Rev. Hanhum Oak who was the senior pastor of Sarang church; and Tom Parrish the Executive Director of LPMI USA. The conference committee invited Rev. Hanhum Oak because he was written the book, *Call to Awaken the Laity* (CAL), so he has strong mind on the lay ministry. On top of three speakers, there were 10 workshop leaders which is included me. Even we, LPM Korea and Hallelujah church held together, but mostly LPM/PACE concept and theology were deal with.

After conference local church's LPM/PACE ministry actually started in Korea.² Most of pastor's telephone number came into my hand, because Hallelujah Church asks us, LPM Korea to take care of churches which were attended the conference and follow-up for them. So I call them one by one, because I want to hear feedback from them about conference. Mostly responded positively but some were just worried about naming of Lay Pastors because this is really new to them and people think Laypeople cannot be a pastor. Only ordained person is real pastor, that's true and many of them think that way. Once David Kim also get this challenge from other pastors then he responded that he use it purposely which means "lay plus pastor" together, he think laypeople can do pastoring, so he insisted this name, not ordained pastor but laypeople can do pastoral care for the people, so he used to talk at conferences that consistently.

Some participants came from Yoido Full Gospel Church which is the most single biggest church in the world as we know. I called them that they said their people are already doing this kind of ministry but at conference they have learned it biblically and theologically so they were pleased to hear that from the conference.

At local church level, another incident was that I called to pastor at very countryside church, it was traditional Presbyterian church-Samki First Church, and he said it was good conference but it is good for city churches not like his country church, then I asked him "do you want to get this ministry in your church?" He said they need it definitely. Actually I was dedicated fully to this ministry I wanted to visit each of those churches and meet the pastors in person, so I visited Samki First Church because I want to talk to him directly and also want to check this ministry is whether working at countryside or not. So without notice to visit I have visited his church, it was really country, and walk on foot about one hour to get there, but they were out of church for summer camp, so I was waiting for many hours, then they came back. He was not recognized me first who I am, so I explained that I was conference leader then he understood. We talk a lot and slept at his house and talking whole night.

Since then I have visited his church many times for the next few years, and he became one of national leaders and finally went to USA Conference with me, it was first visit to the States in his life, he was so enjoyed. After that they held national conference at their church, also introduced LPM/PACE to his district pastors and denomination, actually LPM Korea started from his church.

At his church, he told congregation about this ministry so they invited me to explain on Wednesday night service, there were about 80 people attended, after explain I trained nineteen candidates of lay pastors, so they became lay pastors and also I have attended there for Commissioning Service in the following week, so encouraged them. They were doing well continually next few years. I think this church is successful on this ministry and also the church was growing, and people grew.

Another incident was KyungJoo Dongbu Church; it's also Presbyterian Church but more conservative denomination. He attended at our conference and I called him so I visited his church, talk whole night and slept there, pastor's house. They have small room for me; of course later on whenever I visited I stayed at hotel. He accepted and agreed our concept and really wants to do this ministry in his church. A month later I have revisited and

trained those eleven pre-lay pastors. At the end of my training session, I asked both-senior pastor and lay pastors- about paradigm shift. Asked to senior pastor "to accept these lay pastors as partners in ministry?" he said yes. Then I asked to lay pastors, "your pastor accepts you as his partners in ministry, so are you doing this ministry seriously?" They said yes. So both accepted each other nicely. That's my function once I visit local church.

Other case was a little bad experience but better to write here. It was three hours south bound church from Seoul. While we take break time in between session to session, one male trainee came to me and said, "Our pastor has to change first, and then we might change!" He was almost challenged me and a little angry, so I think their -pastor and him-relationship is not good, so after whole session at dinner I asked to pastor what happen to him, he said he is not glad about his pastoral leadership, so it happens sometimes.

Melvin once advised me not to go two kind of church: 1. If senior pastor is not accepts this concept and paradigm shift, I shouldn't go there; 2. If there are conflict between pastor and laypeople, don't go there, I will make more trouble. I found it is true, so that's why I meet senior pastor at very beginning stage, then asks two things, so if he/she says ok, then I train their people.

What's the meaning of Twelve Foundations?

Twelve foundations are excellent¹ for any ministry to startup and for next few years. How important it is! It was really helpful when I have started this ministry, because it was my guideline and just like the North Star for my destination.

After ten years of ministry, LPMI USA, Dr. Melvin himself discovered and written these elements. Through ministry he thought how they success in this ministry, or how resist the failure, so he developed this. Once I started this ministry in 1999, since he has done already 20 years of this ministry in the States, he had plenty of experiences in terms of success or failure of the ministry. I have followed this guidance from the very beginning, but now

for me it is out of date because I have used it very well last 15 years. But I suggest this to the readers again.

It starts with Vision, and finished with Maintenance. Why? Vision is to start, and maintenance to finish line is important. Because it is beginning to the end. For me, it took 6 years to master² this progress. So every ministry need this element at least 2-4 years in the beginning stage, later on it will come to you automatically as I have done.

Most of other materials may use for 5- 6 years or 1-2 years, I mean all of written materials of ministry program have focused on how to start and doing next few years. I found nearly every book has written to start up, because I think most of ministry start and die soon, so the materials for longevity is not good for selling and not many people are interested in those stuffs. No user, no production. So start too soon and die too soon, because they don't know how to proceed and don't know what's in the progress, but our respected Dr. Melvin suggested those necessary elements.

The first element is Vision. We have to start at some point, starting line, what it is? We need to get something in our mind which is important for church, for society, or for the people. That is the starting point and moment the vision sprung up. For me the vision came from my teaching at theological school around in 1995. I was asked to teach on the pastoral care (actually it was my major in those days), so I was discovered the book, *Can the Pastor Do It Alone?* I taught them with this book, finally they asked me to translate it into Korean. I still vividly remember the moment that I had strong feeling something compelling in my mind. I think I had vision in that moment. For Melvin, he got some unsatisfied feeling about not equipping his congregation, even three churches he pastored, so he stopped and think again over again, it was his visioning moment, we need those moment even different format individually, so strong vision is crucial to start up.

The next is Ownership. Melvin advised me, literally influenced me to get ownership. I think there were a few things for me to get ownership in this ministry. Above all I got vision from myself, means from my inside, and then LPMI USA, Dr. Melvin sent me a kind of Certificate of Appointments.³ It

makes me another shot to get more ownership. Even it is only one page of A/4 size paper, it give us huge responsibility for the next many years. And then, I got more and more stronger on ownership because local churches asks me very much, so sometimes I have visited three churches and equip them in a week, through that training I got more ownership, so I became committed whole of my life for this ministry.

Third is Structure. It should be simple, and it is there just for ministry itself....sometimes too many people involved and, too complicated structure, even in the beginning stage. It makes us more difficulty to go forward, so to have more people more complicate, but is okay much later on, but in the beginning we have to be careful not too much complicated and also not to distracted. If there are so many people involved in the startup, more trouble will be there. So make simple, just like Jesus, less than 12, I am saying 7 to 9 people is reasonable. Startup is important. For instance when we, me and Aloto, started PIS at Nagaland just two of us talked in the beginning stage, and I told him many times that we have to startup first, so just you and me decide and startup, and later on no problem how many people involved in there, but in the beginning, so finally we made it and succeed to startup.

Fourth is Call, and the fifth is Equipping. We, as a leader of this ministry, have responsibility to equip the saints once we startup and later on continuing equipping. There are several of equipping opportunities, not just only equipping at church inside, but we can take them to visit others church those we're doing well and also take them to participate in the regional conference and national conference. This is all the opportunities that they can grow. Actually one LPM/PACE church visited other LPM church that have done more years already than themselves, so there two team of lay pastors met together, shared their experience each other, and I was there so I found it was really helpful for both churches and also both lay pastors. And also attending at national conference is very helpful. I have attended at International conference in the States almost every time since 2,000 because I am equipped myself many things there, so we, LPM Korea, hold five conferences last ten years so lay pastors from all of the churches come and reequip at there.

Sixth is Communication. There are others: 6. Accountability; 7. Affirmation; 8. Support; 9. Fellowship. All of them are important but I want to talk about #10. Communication. I was thinking a lot about this. When I started this ministry Dr. Melvin advised me to make Monthly Newsletter which is only one page of A/4 size. I followed his advice and next ten years I made it, but not only monthly, even I made weekly, and quarterly, 2 pages, sometime 4 pages and even 8 pages regularly. In the beginning I made it, but later on I realized the Newsletter led me and our ministry, because people were waiting the newsletter so I have to make it, and I need some story to put into there so I have to work continually, eventually Newsletter led our ministry continually, so I really appreciate to Melvin advised me those practical and also precious advice. So I talked same advice to Aloto who is doing LPM India for now. He understood what that mean and he publish it regularly.

Eleventh is Evaluation and, the last one, 12th is Maintenance. This is second most important among those twelve elements. When I teach them I was telling it all the time. The most important element is the first one Vision which makes us to start, and this last one, Maintenance makes us to go continually, this is not big thing but even small things, it's very important because without maintenance our ministry die.

Maintenance is just like airplane which is flying to the destination, so maintenance make the airplane's arrival safely and happily, but most of people are not think it seriously because it looks tiny things and daily job and also routine which is doing same things almost every day, even every hour. But it is important. Just like marriage life is far different from wedding march, Wedding march takes only a few minutes or longer one is usually about one hour but marriage life is next 20-30 years, or forever, so more difficulty to keep up next 30 years continually, just like that Maintenance is important. I taught this to the students at PIS, and then they were so impressed on my teaching.

Institute and local church

Local churches and we, Headquarter need each other. As an Institute, we definitely need local church which is through my experiences last many years. Why?

For local church, why they need Headquarter? They need someone when they need to talk, to share something in terms of ministry and some related. This is also the function of National headquarter Office, Institute.

Once they think of headquarter, they need to get pride of themselves. They feel they have big brother those who have strong power, competent, ability to solve what they have, answer everything what they wrestled presently. Actually every ministry has problems this and that, just like every churches have problem inside and outside... So when they have it, they feel they need someone who is going to help from outside, especially those who are specialized in the area. They believe HQ people are specialists on that area, so they look at them. For instance HQ of LPMI USA is in New Jersey. Long before it was in Ohio, where Dr. Melvin reside, but now in New Jersey because where Else who manage, operate of this ministry lives there. President of LPMI USA lives in South Carolina. So that's not good for clients, of course location is not the issue especially for today's situation, but symbolically people expect the top person stay close to HQ, National Office. For me, I was in the HQ Office always, because people expect I am there for them always, and helping them when they needed.

Another issue for local church is that they need upgrade and reequipping. When they need, they need to counsel with HQ. I have done this many years and reequipping seminars for local churches, e.g., for lay pastors who are presently doing PACE ministry. As we know every people, every ministry couldn't stay at one certain fixed level, they want to grow and upgrade, and if they do by themselves its good, in that case they are highly self-disciplined. But mostly, especially those ordinary Christians are rely on training that came and train them from outside, so HQ alert to do those reequipping session.

Second for HQ: Why they need local churches? As Headquarter, we need some field to test our materials, resources, especially those we newly developed materials. When we develop new materials, of course which are derived from Melvin's original, we need to test that is it workable, and useable to the local church for now? Because I found that those from other ministries which is not workable and unused, so they have putted a lot of energy and finance but finally ended up with never used. That's sad! So

when we develop any materials, we have to use it as much as we can, I mean we have to develop workable resources, not for just making, but for just necessary materials.

And another issue is that local churches are actually our financial supporters. We, Institute, help them with resources then they help HQ to survive for longevity. This is really true. Without their support, we couldn't survive. Most of network churches know this very well. I mean we are here for them. When I go to them to train, they pay my hotel, training fee, and in addition to fee for resources, mainly text books separately. If there are 10 lay pastors candidates, I bring 10 books, so they know this is separate charge. So I visit one church to train, they spend around \$500 USD usually. It's good for management of our National Office. I didn't get any salary from Office, so every income just come into Office and using for them to survive, and I have survived last ten years by the grace of God. Of course our Office helped my living.

Other things can get from local church is that they give us reflection of the ministry time to time, and some valuable information of other ministries. I have done focus only on our ministry, so no info of other's, so local pastors give me those different prospective which is helpful for new approach, and also give me new insights to adapt to our ministry.

Institute and School

We, 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 Institute is the best concept to start.

I think we were successful as an Institute, means we tried to study materials as much as we can¹, and adapting 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 Training Center just beside of Institute itself. We recruited theology students, pastors, and laypeople into our training center, then we studied with Melvin' first and second book. Through 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 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.

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 emails 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 staffs understood what I meant. Soon I came back to Korea we started schooling system, kind of private and informal system, of course we did not have big and nice space, classroom, so shared from our staff's small basement of his church.

Since we have done two years for schooling, then we started for foreigner's ministry, called PIF, PACE International Fellowship with Dr. Timothy Kaping who was interested in PACE and was trained with me PACE together. We then still wrestled to make 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 said 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 ok smoothly.

I still remember vividly why we needed school beside of Institute. When I was at Yale Divinity School in New Haven in summer 2006, I was looking back 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.

Those two issues were very urgent to change to me. 1) Our staffs are not growing anymore, they have grown up last seven years a lot but stopped growing now, the main reason is that they don't have new job to challenge for themselves. They know everything what I already know, because we have worked 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 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, second book, Monographs, and make them to upgrade is possible. Churches were not that kind of level. They don't need 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 not possible to be longevity, it was very clearer to me.

For example, George Barna Group, kind of company, they started Barna Institute then they shifted to company, Billy Graham's Evangelical organization finally made school, Garden Cornell Theological Seminary for longevity, in some sense forever, so Institute goes only to 5-6 years and then they die. Company goes for 15-20 years, but school goes far beyond 4-50 years as we know.

Even when the Founder of the ministry has passed away, what's going to happen? Mostly closed down the ministry, of course some takes over the ministry, for instance Graham's daughter Rose took over her father's ministry, but not that much effective like his father, but other many cases were not perpetuated, so I was little worry about not only for me but also LPM in the States, if Melvin dies what's going to happen to them!!!!, and LPM Korea, without me, who is going to take over this ministry? Not easy to take it at their shoulders because this is not easy ministry for personal lives.

So I thought this issue many times and told to our close staffs and explained why we need school, in terms of this practical issue. Mostly understood but some didn't. Anyway since we started school, these fears, struggles were disappeared and even to LPMI USA, LPM Korea, and all over the world of LPM Ministry. So we are now relief and thanks God to let us to open School finally in 22th of July, 2015.

Characteristics of LPM

Naming of this ministry: The name of ministry what we are doing is "Lay Pastors Ministry." It means a "lay pastoral care ministry." In other word, not the ministry of evangelism or discipleship (Matthew 28) but the caring ministry. Evangelism and discipleship materials are already too many, but not enough in caring ministry (Melvin Steinbron said).¹ someone once said, "Evangelism is men's ministry; Caring is women's ministry. I guess he meant that Evangelism is stronger, aggressive ministry than Caring itself. Also, evangelism is extroverted ministry, and caring is introverted ministry. (It means in the church wall and out of the wall). The purpose of church is two aspects: Great Commission, Matthew 28:19-20 (Evangelism) and Great Chart, John 21:15-17 (Caring). These two must be balanced."²

Ministry Tasks: Our Ministry tasks are P.A.C.E: Prayer, Available, Contact, and Example. Those pastors who are doing this ministry at their own churches said there have been four phenomenon's in this ministry: 1) Church infra; 2) Life style; 3) Church culture, and 4) Ministry engine.³

What to call them: There are many different opinions on the naming of these ministers. However, the official name presented from the LPM USA and LPM Korea is "Lay Pastor." The Senior Pastor of the largest church in Korea used this name. How big churches, Korea and USA, calling them is very effective to the others churches. It is true because they are influenced. For instance, the big church in the States calling them "Lay Minister,"⁴ So many other churches used this name. Of course, there are also various names in Korea and USA churches: PACE ministers, lay pastors, lay ministers, etc....use of convenience for their own situation, and theology.

The length of training: The length of training is various: 12 hours of training for two evenings; three times; or 12 weeks; depending on circumstances. If they ask me, to our Institute to come and train their people, I found two days in a row, usually two evenings; exactly 12 hours have proved to be the best and good enough to motivate to start-up this ministry. We may call it "Basic Training" just like Army Training Base. Only to change their paradigm shift to be lay minister, and almost ready to do, 12 hours enough and we have done this system last 10 years.

Who is responsible: The Senior pastor or assistant pastors are not in charge of this ministry? Of trained laity, PACE ministers, 4-5 people (usually small church), or 7-10 people (big church) will be composed of a [Ministry Leadership Group/MLG] which is responsible for the progress also success and failure. Of course, the cooperation and helps, also Supervision of the senior pastor and assistant pastors are essential. If the pastor or assistant pastors are responsible for this ministry, it is exactly same format of the past so will be inefficient just like the Precedent. When the laypeople are responsible of the ministry then their people see the model of team ministry. I mean laypeople they will show the team ministry.

Biblical basis: There are four biblical basis: Ephesians 4:11-12 (theology basis); John:15-17 (ministry basis); I Peter 5:1-4 (realistic base); Exodus Chapter 18 (sharing Basis). Focusing on the Scriptural basis and these are the core scriptures of this ministry.

Not the program: This ministry is not the program but it is the pastoral ministry itself. It was particularly emphasized by the founder Dr. Melvin Steinbron. Mostly programs are entirely lacking of personal involvement but this ministry is totally involved in us and also formed systemically from the beginning to the end, and also well-organized. So we call this, "system of congregational care by laypeople."

Change of the role: The role of clergy and laity has to change. So far, we have been thought that the pastor is the one who is only doing the ministry, and the laypeople is passively receiving the ministry. But from now the clergy person is equipper and the laypeople are the ministers, so the role and function will be change slowly through this ministry.

Equipping: "To equip the saints (Eph. 4:11-12) should be highlighted. It can be understood by comparison with education and training. In 'education, 'mainly the theory and concepts that taught in the classroom, and 'training' is actually used in the field and provides the principles and policies'. However, 'equipping' will be seen to provide a [tool] that we can be utilized in the real and front field.⁵

Two text books: First book would be unique and significant contribution to make the churches considering giving the pastoral care of their members to the laity. I saw that it would also have value for seminary use when professors want to teach future pastors how to equip their members to give pastoral care. Second book isa good and helpful book. It will encourage pastors and churches to equip and partner with laypeople in the crucial ministry of pastoral care. " ⁶

Individual Maturity and Church Growth: This ministry is firstly to emphasize the maturity usually many program looked like to emphasis on the only growth, therefore its content is weak, and ultimately they become immature. Sometimes we emphasizes the result, so people are tired very easily, and also the goals is not have done, then they are frustrated. Rather, it is better to focus on the process, and then they will be maturing gradually.

Lay Leadership: Karl George, the Director of Fuller Institute of Church Growth, emphasizes the key of current church is lay leadership development. He also said the development of lay leadership is directly related to the church growth. I founded last many years our ministry is really a good tool to develop lay leadership. Here we are not referring laypeople's position (Offices), but their role (Function). Despite every ministry aimed to developing their lay leaders, but mostly think ministry "itself," not people, is the ultimate goal, so the result is only staying at programmer or managers rather than developing their leaders.

Contents of Training: The contents of the training modules: CONCEPT AND THEOLOGY. WHO NEEDS IT? COMMITMENTS. THE CALL. BUILDING A RELATIONSHIP. ABOUT LISTENING. "BEING" PRECEDES "DOING." KEEPING SPIRITUALITY FIT. ANATOMY OF A VISIT. BEING PROFESSIONAL. CONFIDENTIALITY. DIFFICULTIES INTO POSSIBILITIES. These contents are taken from the first book, and it was selected the necessary ones to produce PACE ministers. Last 15 years, I personally found this training had hit 85% of what we wanted. Of course, one or more elements may be added during the training. For example, the work of Holy Spirit, and Supervision, so on.

One to One Ministry: This is the one to one care ministry. Most of ministries talks one to many, but this is exactly one-to-one ministry. Of course there are advantages and disadvantages at both. For instance, one too many ministries emphasized the group leadership, but personal caring is a little weak on this aspect, and one-to-one caring is strong on the caring itself, but group leadership and group dynamic is weak. I think the best strategy is complement of each other. Both have strength. But we need to see how the personal growth there is.

Conclusion: In the end, Lay Pastors Ministry is "subject to the laypeople so they themselves lead the ministry. " Until now, the senior pastor, assistant pastors have leaded those ministries, and laypeople only help them respectively. But now the pastor is responsible for the training and preparation, we call here, [equipping] the laypeople, and laypeople is

responsible for the ministry. Many experts say this format and system is the biblical ministry.

Example-what and how different

What is that mean of Example? Can we become an example? How? Is it easy? I found that being an Example is the hardest one among four ministries: P-A-C-E. There are many elements when we think of being an example. In short, example means something to show, something to effect, something to follow, something to respect, and what is the ultimate end of example?

Of course, we can find this from PACE Training Manual. I remember those who are "loving God," "loving church," "loving people," then we become an example. Yes, if we become a loving person, we can be an example, and this is true in part, but that's not enough as you know.

We might think of Jesus if we concluded that Jesus is the example to all of us. What did he do? There are many but here we may think of a few, he is: 1) Biblical person; 2) obeying to God; 3) love people permanently. There are many people in faith in the Bible. But example only in the faith is not enough. When we talk about an example in faith, there are so many people in the church. But they are only to their personal faith which means very limited. We now talk about ministry. For instance, giving something to the other people is another story in having a faith. I mean they are very hesitated to give something to the other people, they are very introverted and have self-centered life style and life philosophy.

What is the ultimate example of Jesus? I'd like call here "Sacrifice" which means he doesn't have his own property. Interestingly that's true. You may say we live different era? It was AD 1 century, but now is AD 2000? We can do many examples ourselves, but final one is money, our property, our belongings. Can we dare throw away ours to the ministry? What God want us to do in this early life. Make our own property? No, I don't think so. Of course we need food and house for our family. That's enough. Do we need more?

That's why I thought to be an Example is the toughest one among the four; P-A-C-E. And also we can be a 1) short-term example, 2) long term example, and furthermore 3) permanent example until to leave this earthly life. Why we become only short time of period, only a few weeks, a few years? And some become longevity, permanent, Dr. Melvin, and Jesus, so on.

Real example is contagious. Did we affect something good by other?

Chapter 5

Melvin & me

I have got to know the person Dr. Melvin J. Steinbron through his book first. When I started teaching at Sungkyul University 1990s I have used his book *Can the Pastor Do It Alone?* Then I thought he is only senior pastor at one church in the States but later on I realized he is doing the Lay Pastors Ministry for the States and for the world. I translated his materials and used for Korean churches last 10 years plus. In the International conference 2,000 at St. Louis, I met him in the face to face. He looked about late 60 years old, and he introduced me to the whole participants. It was first meeting with him and a few years later I have visit his home when I went another conference. At second visit to his house, Minneapolis Minnesota, his wife was sick and lied on the bed. We, Melvin and me, talked about this ministry at his studying room at basement, the meeting was really helpful and I was so encouraged at there. Since I committed myself to this ministry, talking with him was really practical and precious time.

Since I formally have begun this ministry in 1995, I was communicate with him almost every day, every moment, and he was my teacher in the beginning and later on he was my mentor in terms of ministry. We were communicated through fax machine in those days, because no email to me and also to him so we have used it easily, and still I have his fax letters, about 200 pages. In the beginning stage we talk a lot about this ministry, how to start, how to make leadership group for LPM Korea and about materials. He permitted me to translate all of his materials; two books, four manuals, and three reequipping materials. Actually he helped me a lot, I mean he loved me, and invested his energy, his time very much to me, so I can grow properly.

I don't think there is another kind of person like this in the world, he really helped me, guided me and taught me. He never hurried and always listened to me very well, whenever I needed him he was there all the time, even when he was out of home I can talk with him on the phone.¹ I used

my cellular phone to call him very often. Once I finished PACE Training at local church or any meetings, I used to call him by phone directly, and he enjoyed listening to my reports all the time and gave me another precious advice. He looked like almost my father.

Because of him, and through those close communication, my ministry went on longer until this day, 15 years with him and still we communicate with each other. We email each other last many years, but now he couldn't respond my emails because he is around 95 years old and surged for a couple of times. He responded once in a while, then he said he reads all of my emails but couldn't reply to every email, even though I don't get his response, I am still sending email every week as I used to do last 15 years. To success any ministry, we need that kind of helper around us, and without this kind of help we cannot succeed.

He also developed good materials. I couldn't find those materials from others, because he started himself and he was doing the ministry he knew what we need to developed proper materials. Lastly he has written 25 Letters to Lay Pastors, and still he is writing the Letters and many articles on the Network News of LPMI quarterly. I had pick useful ideas and insights from those 15 years of Network News, translated and edited it and used for churches and schools. They were really precious one I like to say it is real flesh and blood of this ministry. Because through him I can make a success for this ministry, I try to do that kind of leadership to the others but it is difficult for me. I am not that kind of person, but I try it.

LPMI USA to me

I have known LPMI USA for about 15 years, probably longer hours or short period of time. I love their structure, ministry system, especially working for national level of USA and also their commitment. Most of core team member are still working together even 30 years up to now. They supplied some significant training to the US churches...for Lay pastors and lay caregiving. As we know US churches focused on the clergy ministry because most of theological schools stress on the making, producing denominational clergy therefore, Lay Pastors Ministry is very new to them.

As a leader of LPM Korea I was able to work for LPM Korean churches for a long time because LPMI USA is there, encouraged me, and sometimes challenged me. Mainly I followed their ministry style approach system; I adapt them for administration of LPM Korea. Our ministry style is very similar to them as well and we are still close with them. The commitment of core members are excellent, I want to put their names here: Tom Corbell, Marie Parma, Else Rodland, Marianna Wigmann, and others, I couldn't remember all of core members, around 10 people, anyway they are still in the main structure.

Especially Tom Corbell, Else and Maria Parma have visited Korea for our conference to encouraged Korean churches, Lay Pastors and staff of LPM Korea. We have good times once they came here. To see them in person was a good impression to me and I can visit their conference and learned new things, tried to adapt new ideas to Korean churches in terms of Lay Pastors Ministry.

Whenever I go International conferences in the States, they come to airport, receive me in the airport and gave me accommodation which they arrange and prepared for my stay for a few days, especially one of host church's family: for instance, Kentucky, Pennsylvania, St. Louis, and Alabam. It's another unforgettable experience to travel: I see the real American family life, their culture, mindsets as a citizen, view point of Lay Pastors Ministry. Whenever I take a trip to LPMI USA they prepare home for my stay rather than stay at hotel.

They have done ministry for International, National, Regional and local churches, Perhaps I have exactly followed those approach style and system into Korean churches without any problem; we can help Korean churches smoothly because we have seen the modeling with eyes.

And they still publish Network Newsletter Quarterly, it is useful for us, and they have done it last 30 years I mean, in the other way, they are and their ministry is getting old, they are wrestling what's the next stage, and so on.¹⁾ I mean they have done very well up to now but not prepared for the coming future sooner or later, they need more new network churches and

more networking²⁾ in the States. I think that's their challenge for them right now.

My personal growth

How do I have grown up to now? It's interesting to look back myself how I have been.

Actually I haven't growth very much before I met this ministry. I appreciated meeting Dr. Melvin and this ministry because it made me grow a lot.

First, I got growth through this ministry. It's challenging for me because it is new and heavy work to me I guess, but it was interesting too. However I didn't feel difficulty in this ministry rather I think I enjoyed it and in some sense last 15 years was happy working for good of the people. I was busy all the time; visit churches, make newsletter weekly, monthly, quarterly, even yearly journal (150 pages), and staff meeting in the office, and out there as informally so I have learned a lot from the ministry duty itself.

Second, I have grown up through mentoring of Dr. Melvin J. Steinbron, the founder of LPMI and my personal mentor from the very beginning up to now, last 15 years; even sometimes we had personal international call. He was really good to me so I am here what I am today. When I met first time, I was really a novice, I didn't know anything about ministry world, but through him my eyes was opened, I could see churches and ministry all over the world. I found if we want to grow, we need mentor who help us individually and also in ministry. Through him I have developed more materials which was based on his original material, and have learned how to manage this ministry in the office and out there to churches, he guided me sometimes while I didn't know which direction is correct, I have believed him because he had a lot of experiences than me, he had 30 years and I had only 10 years of ministry. Of course sometimes he confronted me which was not very often, once in a few years, I remember twice in last 10 years.

Lastly, I think I have grown up through challenges, difficulties from inside and also from outside. We know that failure is the mother of success, but I

can say here that challenge is the cousin of growth. So we need it, and for me sometimes I made challenges from myself, perhaps it was enjoyable, I am a kind of risk-taking person, so it made me growth.

Function of National Leader

I have been a National Director of Lay Pastors Ministry in Korea for about 15 years. Now I am the president of the school, PACE International Seminary (PIS), Nagaland India. But I don't need to use my leadership at all because of our Principal Mr. Aloto Anche is leading the school for now. He is doing great. Before we opened the school, I was leading LPM Korea.

Above all Vision casting frequently was my priority. Every stage, every level, and every aspects needed Vision to permeated because it motivates people to stay at this ministry longer, go forward, they are proud of belonging to this ministry, taking risk and sacrifice, struggling of this ministry to grow and to success, etc., then finally they have ownership more and more stronger, more committed in this ministry.

I found I was implementing most of work myself, of course my leadership is differing in the beginning stage and later on leadership for today, I mean for 15 years of this ministry, but I think I have done hard work myself first. Leaders need to be motivated to work hard to accomplish what they have to be done. Our primary goal is to help churches through this ministry so that they might grow inwardly (maturing), and externally (numbering). I was only the one who is fulltime staff in those days so I have to check everything with my hand, of course there were secretary for office work and I can't say thank you with only my lips on how much they worked for this ministry.

To make Networking with local churches and their pastors are also important role as a national leader. As you guess Networking is very important for growing ministry, therefore people were using this terminology every time, every place, and we know the meaning of "Net," means woven every aspects as one unit, also connecting each other regularly, and got to

know right away what's going in their mind, at their church, through the network, theirs and our ministry enhancing always, so it's indispensable of network.¹

Making regular Newsletter is one of the important task to National Leader of the ministry, as Melvin advised me at the very beginning stage of this ministry, about 15 years ago, therefore now I give same advice to Mr. Aloto Anche the National Leader of LPM India. As I mentioned at other pages, I made Newsletter myself, but I found later the Newsletter led our ministry continually. That's why Melvin strongly advised me in the beginning stage, and also it is one of 12 successful foundation of Lay Pastors Ministry, there it says "Communication (#10)".

Thinking and preparing conferences every year or every two years are important, LPMI USA started with consultation first, then Seminar, and later on Conferences every two years they hold, and we LPM Korea followed their model and style from the beginning.

I need to talk here about our staff, without those staffs, our ministry would never be successful and grow. They were very committed, take a sacrifice for the ministry but one thing they have in mind was that to help Korean churches through this ministry and proud of it. It makes them to stay at this ministry and with me for more than 10 years, and they are real people, and we were happy working together. We grew together, most of us were not doctor but later many of us became doctor (Ph.D, Th.D, D.Min) because they were growing and needed more study so jumped into doctoral degree course, even I wasn't doctor once we started this ministry but one the way of ministry I got Doctoral degree and even postdoc at Yale and Oxford University. I mean we grew together.

Centralized or Decentralized

When we are doing ministry, we will face whether to be centralized or decentralized. Sometimes we talk about Moses' leadership was a decentralized

(Ex.18-21: rules of tens, fifties, hundreds, so on); Yes, we need those system, but sometimes we need to be centralized, or both in the others times¹

I can say that when we start some ministry we need centralized, but once it's growing, it should be decentralized, and overflowed of success, we need to centralize. Sometimes leaders need to take a risk, then they might be a centralized, sometimes major changing, new project, new promotion, new direction, then we need to centralize to make it. If we decentralized too much in the beginning stage, we couldn't decide and couldn't go forward. Of course, we can counsel from our core member those who are really committed to the ministry, but negative and third people are there all the time, usually they don't mind we are centralized or decentralized, I mean God's purpose is more important than those people, after setting up, we can be a decentralized, so we need both, sometimes different order, or both at the same time, it's kind of art leadership!

For instance, when we started PIS in Nagaland India, my leadership was really centralized. I felt strongly the necessity of school. It's no question at all. I talk to people, then some were positive and also some were negative. Then I decided myself very strong centrally, if I didn't have strong leadership, we couldn't make school. Once we start up, mostly agreed it was well decision.

There is a lot of energy to the people, so we need to know when we make synergy from their energy. Timing is everything what Peter Drucker have said. Yes, it is true.

Width or deepen

When we are doing ministry especially for a few years in the early stages, we will think of two questions always: can we try to be width or deepen? This was very important questions to me all the time for a while. As we know there is ministry cycle in every organization: starting, growing, climax, and then decline.

When we start ministry, we focus on how to make firmly rooting the ministry. That's the indispensable question. Anyway, we have to root our ministry safely. And once it rooted firmly, we tend to think of how to expand, widen our ministry, then we have to be careful about this temptation (I call it "temptation"), because we tend to expand purposely far beyond our capacity, ability to do...of course we will learn something through trial and error. But before we make serious mistake, we should know what it is and how to manage it.

This is what I have learned from my own ministry. I guess we'd better to think only than stick to make deepen if there is no particular reason, because if we try to make widen too early it will be mistaken. If we think of widen, we'd better let deepen ministry overflow from themselves, e.g., from itself, not purposely from ourselves. If we try to widen before fullness of deepen, we will scatter our energy, and distract people's attention, which means we have to use a convex lens for long time when it is burning, and bursting, then automatically its' energy will be expand over the wall of the bank...so we have to wait until then, in due time, e.g., fullness of energy. So let's make deepen continually, it will be overflow smoothly the expansion is possible. That's my experience.

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 lay people, and they have burning heart for God, the church, and 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.

But sooner or later, several people came into, 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 Byeong, 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 big problem working with those both people. Sometimes they, both, were a little uncomfortable with each other; however it was just minor problem.

More 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 our ministry and organization into entire of Korea.

So at starting point those emotional came into with burning heart, and we kept going, on intellectual people joined with us. That's natural process and this is 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.

Being professional

This is one of the topics of PACE Training 12 Modules. Melvin wrote distinction between *being a professional* and just *being professional* which means one who get degree or credential from the school and get a job then they become being a professional on that area, more to say, become a person who get certificate whether he is good or bad at that job. We call he is a professional person.

But in the other hand, just *being professional* means focusing on the job itself, talk about specialty on the some specific area, he might be professional on that spot, so lay people will be professional which means they are specialist on the PACE ministry even though they didn't have any degree or certificated from University or College, but they are professional on the PACE ministry. That is Melvin's and my understanding.

But Rev. David Kim, former pastor of Hallelujah church said all of them, lay pastors, who are trained is really professional on their job, so call them not only being professional but also being a professional, they are really professional. The PACE is their job to do in the presence of God.

I am not debating of these two distinctions here, but focused more on the 'How they, lay people, being professional and also being a professional. That is more important for them. How? There are two issues around here: 1) develop themselves; 2) approval from the top leader, senior pastor. These two are equally important.

To develop themselves are not too difficult for today. There are a lot of resources and helping them to grow; inside of the church and also outside. Even without payment, they can get a wonderful training at many city community centers, so on. So develop themselves to be professional is their responsibility.

Maybe more importantly, another issue is that to get approval from their senior pastor. Literally not get it but they are given them by pastor. This is not easy issue to pastor, because most of us, pastors are not educated to prove lay people from the seminary, so probably we do know well how to motive them-through teaching and preaching-but approval of them as a professional level is not comfort to them. But as pastors, that's our

responsibility. To grow themselves is their responsibility, but to approval them as a professional is our, pastor's responsibility. Without approval, they can't do many things and even if they do its no effectively, I mean they will do only minimal.

So, we have to have to acknowledge them as professional people at their areas just like we pastors are professional at our spot. We, pastors are generalist in the whole of ministry, but lay people are specialist in some specific areas, as Professor John Patton said in his book, *Pastoral Care in Context* (1993).

Commitments

I think there are some stages of commitment for the longevity. First of all there should be something special case, incident, or strong feeling inside something to do. For me the latter one was there. Something very strong feeling in my mind to do when I jumped into this ministry. I think this is the first stage of commitment, kind of promised myself to God.

The second stage is that meaningful to our life? I mean good work and helping others, and then I felt this is also meaningful to my lifelong. If there is no meaningful we can't keep on going and this is sense of accomplishment. Good start and some small result at there and see the people look happy, having joy in the ministry is important. I think this is the second stage, even small progress in there we feel good.

The third stage is something different from the precious two. We are feeling something difficult, fact to roadblock, learning about human, ministry itself and get experiences from real field work, wrestling with some problems, but still keep on going, and then we feel we are growing.

I think there were some important moments for me to grown up. I read an article which was written by Peter Drucker, said that if nobody is going to receive any benefits from any work, it's possible to success. It struck me! I am working for something now, but if I don't expect any benefits for myself

from there it will be successful. It means we have to work for ministry itself, nothing else. I understand what he meant because I was there, in the midst of ministry all the way, of course I understood it slowly and after many days. And also this concept became one of my lifelong partners; I question myself all the time, why I am doing these things for now, because God wants me to do this, nothing else. Through this concept I have committed myself again and again to this given task for now.

Lastly, what is the last and ultimate commitment? I think it is "to accomplish what was given to our lifelong." Yea, and so we have to complete well just like Jesus who was said at the end of his life: "I have done what I have to be done." Let's do the commitment continually until to the end.

Effective and productive

I remember that I read one article dealt with this, "Effective & Productive" which was also written by Dr. Melvin, and I have thought this many times, many years, and just questioned myself while I was doing something, "Is it effective and productive?"

Once we are doing something, we'd better to ask these two questions which are useful for us, and then we can also use it as a checklist. Once I tried to make school at Iksan City where was 2 hours southbound from Seoul Korea, even I spent almost three years and it was really hard times and tedious times, but sadly was not much progress, then finally Dr. Melvin warned me to think, check "is that effective and productive?" I believed he talks about my leadership, strategy, behavior, so on. We both know I am hardworking man, and that's no problem, much better than lazy....but never thought of these questions: Effective and Productive?

If there is no effective and even no productive, what we have tried many years, then we need to question about it, why we keep on doing this? In retrospect, I was not wise, but I couldn't stop it because I really wished to make school perhaps I also believed it is right decision, right procedures,

however finally I was wrong, therefore I have accepted Melvin's advice to stop doing that way.

How can we become effective & productive? Let me talk the former first. If we want to be effective at some specific ministry, I found these followings in general: 1) concentration; 2) using the proper tool; 3) considering the process; 4) more systematic approach.

Once we are doing some ministry, we have to concentrate fully what we are doing in hand, only then it will be effective. 2) And we need to use the proper tool to do it. That is why we need many resources around us. In many cases, I pick up many insights from new books regularly. 3) We have to consider the process. Every ministry is in motion, moving forward to something, so there should be process, buying people's mind, and working together. 4) We need to be more systematic approach. We need to have two minds all the time: Automatic & Reflection which implies Quick & Slow, Emotional & Intellectual. These elements are working in our progresses; therefore we have to work systematically.

And then, how do we become productive? This is another important question. How can we productive? 1) Target is important. What we are trying to do? What's our final destination? What's our purpose? 2) We need to be result-oriented mindset. If we don't have it, might get distraction once we face some different opinions. So stick at its result, 3) We shouldn't have to stick at routine, it makes not productive. We, human, used to do as usual, all the time; we need to check time to time to this: Are these styles productive? If not, we have to think seriously and might be change the course.

I appreciate Dr. Melvin who gave me this critical question, "what you are doing for now is effective and productive toward your goal?"

Chapter 6

Overseas ministry

I have done overseas ministry for several years. Two kinds of approach to foreigners: "for visiting other countries, and also for those who are staying in Korea."

Romania: when I have studied at Oxford University for a few times I have visited Romania for training Romanian people at small church. I got to know the pastor's couple that she is Koran missionary in Romania. Through one of the pastors of our network churches at rural area in Korea introduced the missionary to me. I think they know each other and lived closely. Once I told him I will go to UK then he introduced them to me so I met her and her husband in person and introduced them PACE with our staff for few hours at one house. We talked a lot about this ministry so they were very interested and asked me to come to their church and their people who those need this ministry, so I told them I will go to UK then I will fly to Romania to visit your church.

Finally when I went UK, I flew to Romania after my studies at Oxford, from Heathrow airport in London to Bucharest International airport, Romania. I still remember bad experience at Bucharest Airport. I think I took the bus and it was very poor place, a lot of poor people wandering around, so when I took on the bus one boy came and helped, pushed my luggage from the backside, I guess then he took out my purse from my suitcase, I found it later on. I lost my wallet, then I went to the police station, they told me be careful over there, I explained them many situations. They called the missionary home where to visit, then they said I arrived at Romania one day earlier than their scheduled expected. I made mistakes, because of time difference between Korea, UK, and Romania, so they did not know what to do, it took almost 20 hours come and go by train from where they live, they told me to take a train and come to their village, but I don't have any money then, so Police helped me to jump into the train. I took off the train,

it was really bad train, just looks like 1950's Korea railroad but I have enjoyed because it was new experience to me. After 10 hours later, early in the morning, I have arrived at the place where missionary couple waited for me.

We went to their house and also it was house church. They have rented house which is used for living room and church at big room. There I trained three nights for native people. Mostly Romanian rural people and low classes I still remember. Anyway I have done well, and came back to Korea, it was first overseas ministry experience.

Since then, I have visited three countries: Japan, Thailand, and Pakistan. One of our staff members knows one missionary in Japan, so he contacted them, then four of us went to Japan for a week to do PACE Seminar for Korean missionaries in Japan.

Then I got one email from Pakistan that he was Rev, Chand, wants to know more of Lay Pastors Ministry/PACE, and asked me to come Pakistan to do LPM/PACE seminar for their people. So after many emails back and forth in a year, finally I visited them for 11 days. It was fruitful and productive journey, later on we invited Rev. Chand to come and teach at our Conference so, he came to Korea twice and got to fellowship well aftermath. And also one of my friends introduced me to Korean missionary in Thailand. I went to Thailand for a week to do seminar for Thai pastors. It was a good experience.

And later I went to Myanmar for a week for doing PACE Seminars at churches and also at theological schools. One of the foreign students who stay and study in Korea asked me to come to their country Myanmar, so I went up there, and it was good experience to know them, Asian country, I mean the third poor country, so it was helpful to prepare to go to Nagaland India for starting the PACE Seminary.

Since I returned to Korea from Myanmar, prepared to visit and start PACE school in Nagaland India. Finally I have visited and doing seminar at churches and opened PACE International Seminary (PIS) in July 22, 2015. It was historical moment of Lay Pastors Ministry/PACE world since 1978, when

Dr. Melvin has stated this ministry in Ohio USA. I am grateful to God to let us OPEN this School

Visited Overseas School

Through the work of Lay Pastors Ministry, I have visited a few schools in the States and United Kingdom: Oxford Univ., Cambridge Univ., Ridley Hal in U.K; and Yale Univ., New York Theological Seminary in USA.

First of all, I have visited University of Oxford many times in many years. Through the visit and study at Oxford I met many professors and peers from all over the world, perhaps I had chances to give them Dr. Melvin's two textbooks and introduced Lay Pastors Ministry. Not only studied at Oxford but also stayed at Wycliffe Hall as a visiting scholar for a month, and it was a different good experience too. I had met many teachers and friends there.

At Oxford I met Dr. Vincent Strudwick, professor of Kellogg College and finally he became Advisor of my Ph.D Dissertation on the Lay Pastors Ministry at Graduate Theological Foundation. He was really good not only as a professor but also as a person. Not only helped my dissertation but also recommend for me to come to Yale Divinity School, New Haven in the States as a postdoc. Jane Shaw who was the dean of Christ Church College and also director of our studies, and John Morgan the president of GTF (Indiana, USA), and OT Professor Dr. Robin who was also my professor and advisor of Postdoc. Another school was Wycliffe Hall where I have stayed for a month as a visiting scholar. Experiences from Wycliffe Hall were fascinating, because my timetable was free and I had a lot of time to do myself.

Second major school is Cambridge University. I have visited a few colleges in the University; Cambridge Divinity School, King's College and Ridley Hall. When I was at Oxford, I have visited those three institutions.

I tried to be a visiting scholar to Cambridge Divinity School (YDS), but the admission wall too high for me, so I couldn't join into that program however, I met some professor out there and visited their Library where I was looking for books on lay ministry but only a few books was there. No

helped at all. Later on I realized most of Cambridge's colleges focus only on the Old Testament, and Ancient linguistics therefore, they are not interested in ministry of the church.

I met dean of King's college, Dr. Jeremy Morris. Before I go to Oxford, I contacted many colleges to meet professors those whom I am talking about our ministry. One of them was the dean, Dr. Jeremy Morris at King's. We communicated through emails before I arrive at his Office at King's College. We talk a lot of each one's ministries and he agreed hundred percent of the philosophy and concept of Lay Pastors Ministry but it's not easy to adapt this to his denomination Anglican. Because of their hierarchy system. Anyway it was fruitful dialogue with different person and I gave him Melvin's two books.

Then I applied to Ridley Hall College at Cambridge as a Visiting scholar, they accepted me but I couldn't go and stay for a few months because it was not possible for me as I have my ministry in Korea, I met Dr. Adrian, the director of VS, and talked a lot about our my ministry and he introduced me to his ministry, called Mission Shape, this is also kind of laypeople development and training.

Third major school was Yale Divinity School, New Haven, USA. When I got Ph.D., I want to come to Yale as postdoc, I applied and had an interview for an hour with the director of the program, Dr. Paul Strenberg and he said "yes" after an Interview, so I went up there for a month in the following year, I remember 2007, and I had wonderful experience, I met many people and got to know OMSC (Overseas Missionary Study Center)¹⁾ where is just one block from YDS.

Last School is New York Theological Seminary where I met professor, Dr. Kim who was teaching on the Pastoral care.²⁾ Professor Kim agreed our ministry and said necessity for today's immigrant churches, and suggested that Korean congregations in New York areas are very conservative, we need time to persuade the senior pastor, which means top person have to understand and accept this concept and philosophy first because this is really a kind of lay ministry, so they need time to permeate.

Through these four prominent schools in the world, I found that mostly they accept the theology, concept and philosophy of Lay pastors Ministry so I got strong confidence again and also our ministry has no problem to be used at any countries, and any schools in the world.

Nagaland with Lay Pastors Ministry

How I got to know about Nagaland; Sketch of Nagaland (from Korea); Love with skin on.

I got to know many Naga students who came to Korea for theological Study. I have visited to their monthly gathering which is worshipping and fellowship together, there they pray for themselves, for Korean churches, also for their home land. Especially two people are important to me to know about Nagaland; Dr. Timothy Kaping and Mr. Aloto Anche.

I have met Dr. Tim through the ministry of PACE International Fellowship. He loves this ministry very much, so I suggested him to do PACE ministry together for foreign students in Korea, so this gathering lasted for 2 years, then we began to prepare PACE school at Nagaland, and through the ministry I met Mr. Aloto Anche who was Th.M student at Seoul Christian University (SCU), so we talked more in detail to open School at Nagaland. Because of these two people, we could open PACE School at Nagaland successfully.

They, especially those two people, have studied Lay Pastors Ministry with me for about two years so they know some and loved this ministry, then wanted to make PACE school at their homeland, and actually I got motivation from these two gentlemen. There were so many good things in LPM for them, but especially the concept, "Love with skin on" struck to them, so they needed this ministry for their people.

I got some information about Nagaland from those Naga students in Korea. They told: Nagaland is poor country; mostly has own houses but no cash at all; 95% are Christians but nominal.

Finally I arrived at Dimapur Nagaland to open the school in 15th July, 2015. It was really hot summer time. Most school begun the semester in June and also new students entered by June but our School opened in July 22, a little late. Aloto's Th.M dissertation and their semester has finished in the July, so we have to wait open the PACE International Seminary until he arrive at Dimapur, so opened in 22 July, 2015. This is historical moment of Lay Pastors Ministry in the world.

While I was staying at Dimapur, I found the realities what I have heard from Korea: poor country, nominal Christian, mostly Christian, but no job. It was poor place, less than ten times than Korea and other developed countries. When they were born, they become Christians so we call it nominal Christian but I found its okay and no problem at all. Only they, who are students in Korea, warned their people have no concern of moral issue because they are nominal Christians, but I don't find any serious problem because every countries have those problems, even developed country are more worse than them as we know. It is not easy to get regular job because there are no companies at all, mostly daily worker and ordinary life. Especially because of the distinctive of Nagaland, it is not easy to grow economically. They are one of eight states in India and they have been fighting with Indian to be independent for so many years and there were a lot of sacrifice of youngsters. So India doesn't care about their economic, and also India prevent for Nagaland to get help from other countries that's why they couldn't grow economically for many years.

Nagaland church: They are mostly Baptists because Baptist missionaries came to the land and spread the Gospel to them about 100 years ago. Their Christian history is very similar to the Korea church history. Baptist denomination dominated most of Christianity in Nagaland. Through that situation, churches became very hierarchy system, because the denomination control most of pastors and even they have power to control local churches.

In some ways those policies are good because of not too many churches planted like in Korea that is good point, but on the other hand because of those policies makes also not possible to plant new church like Korea, so two

sides of the coin; good and bad. However, for me they have to open the door of young pastors, newly graduated theological students to plant churches freely, now I think their situation is getting change slowly and finally they will open the door because everything is changed so even church couldn't stay at old system and old custom any more.

Churches in Nagaland are new to Lay Pastors Ministry, I mean they don't have any orientation about lay ministry, not heard very well of concept of Ephesians 4:11-12, "to equip the saints for the work of ministry." So our ministry could be working and people will accept easily because this is new approach and give them curiosity. I found one strong point of this ministry is the concept of caring, "love with skin on. " As we see this ministry, it has two concepts; caring and lay ministry. So it satisfies them to get two concepts which make one unit. This is really strong point of this ministry. Also through this ministry they will find partners in ministry between pastor and laity. That's their ultimate goal but they never learned how to make it into reality, and once they are performing this ministry, they will get it into their hand.

Of course there are hard task, I mean paradigm shift¹⁾ in this ministry, and this is a little challenging to pastor and their congregations, but once they found this is good and necessity, they will move slowly to this paradigm shift, I mean automatically consciously and unconsciously they will move that way.

I found another aspect of Nagaland churches which means they need some approach from outsiders. Because they were inside too long and same leaders for a long time so not easy for them to change their paradigm, therefore introduce so that they need someone who are just like LPMI USA and LPM Korea to visit their churches and give them this concept, that's why they need teachers from outside to held conference in the near future.

PACE in the three countries: USA, Korea and Nagaland

I think there are some reasons why they adopt this ministry at their countries. We may compare about it.

For instance, in the States, there were too many people in one church, of course some small church there, but when Dr. Melvin developed this ministry their congregation was about 2000 plus, so they definitely need individual care but it was impossible with traditional church system. And most of US churches focused on the only evangelism last 30-40 years as other new Christian countries do, so they need care for them once they came into the church and settled down. On top of that, in those days parachurch movement was blossom so many organizations sprung up to help churches. So Dr. Melvin's PACE ministry (Lay Pastors Ministry) was one of them and are satisfied PACE to the most churches, so it worked out well. And they also loved this ministry because it made them to think laypeople seriously; It became one kind of lay ministry movement.

In Korea, once PACE ministry came to there, Korean church's history was almost 100 years old. last 100 years they have done many ministries, included Evangelism, so they don't know what and where is the next level for churches therefore, when they tasted LPM/PACE, they grasped instantly. Korean churches used PACE for church growth because 1990s, Korean churches were getting down numerally, and no more satisfied with present church situation, both laity and pastors. And also lay people developed themselves half way, so they want to grow individually fully, then PACE made them to grow and became happy , satisfied with this ministry.

In Nagaland, they are poor people, longing to get help from others, the PACE, especially which is core concept of "love with skin on" was matched to their situation. And also they never heard lay ministry in the past, almost 100 years. Their Christian history is almost same to Korea. So they never thought of lay ministry and never serious about the lay people. Only 3 P: Presence, Pray, and Pay. They focused on the pastors, and denomination dominated to even local churches. Denomination's HQ control churches and also their pastors, so not possible to plant new church which means strong hierarchy system they have it 100 years. Once they heard Lay Ministry, Lay Pastors Ministry and PACE ministry from my teaching, most of them were surprised and also expressed gratitude to me and their eyes were opened to the new paradigm and accepted as it is Biblical instruction. It really will be the Second

Reformation to them, so PACE International Seminary (PIS) will be critical role to this movement in Nagaland churches in the future.

Leadership Baton

I have seen the passing of the LPMI Leadership Baton from Dr. Melvin the founder, to Tom Parrish the General Secretary at US Conference many years ago. Dr. Melvin gave him mantle just like Moses giving it to Joshua, and Elijah to Elisha, was very exciting to see Dr. Melvin put the mantle to Tom Parrish's shoulder.

Today, I think I have done the same thing to Mr. Aloto Anche, the national director of LPM India. It's not just physical pass down to him but I feel my burden becoming lighter, and his burden become heavier.

I have met Aloto for about two years ago, and I have trained him with PACE for about a year, and putted the ownership of LPMI India into his hand now because we together began the PACE Seminary in Nagaland (India)so he became the Principal of the School and National director of LPM India, and also I told him many things what I have in mind, almost 1 to 10, means from the beginning to the end, and gave him many resources what I have in my personal computer, which I had collected, developed for the past many years.

I think we were good at starting point, and so far so good, and I believe we passed and received LPM baton very well. However I think passing the baton itself is not enough, it's only passing something to the others. After passing the baton, more important things, more difficulties come down to our hands and to our shoulders.

For me, I gave him many resources but I worry if he doing well? Is he starting well? And he still has same vision, same passion? When people receive the baton, their energy, interest are mounting up, but sooner or later their energy and passion are dying, of course it's according to the person. So even though they have baton, they need to be nurtured strongly from time to time.

I think I gave Mr. Aloto many materials, information, resources, data's, and shared my experiences, but there are some difficult for him to do because it's new to him, I mean he has no experiences yet, and also present situation of Nagaland churches are different from mine, Korea and also USA. People might not accept his proposal in the beginning because it's also new to them, and in the other hand people don't accept that whether he is the national director or..., and also people didn't see what he got in his hand, this baton... therefore need time and patience for a while.

Plan and Preparation

Which one is more important? When I was trying to start a school, I and Aloto talk a lot of it. We agreed to start a school, and then we talk with each other "let's pray for it" many times. While I am praying, I read one article from the Summary of the book which made by Auano¹. It titled "Preparation is more important than Plan," I remember.

Yes, that is true. We have learned and done to make Plan very much. I am not saying that we don't need plan but I mean here we need more focus and put energy to the PREPARATION after plan. I am writing this book for now, this is also one of my preparations, not just plan. I think we need to prepare something in the entire of lifelong, because it makes us to be alive and also to move forward to some goals.

Why the preparation is important! PREPARATION is not one time slogan, not one time a big shot, or noun at static but it is actually doing something continually which is no end. Of course there is ending moment someday when we have completed. Even that time, we need to prepare another one that we made plan.

And once we are in preparation, we will get many ideas, insights, resources from inside and outside. Only by stand still at plan, we couldn't see and find those resources around us, so when we take an action, e.g., preparing for some goals, we will find the way and also people will help us.

It looks like, the book's comment, "the path of least resistant" by Robert Fitz.² He stressed if we decide one primary goal and try, push that way,

everything around us helping us to make it, because people and situation line up that way, that's what he called, "structural dynamics."

Yes, when we prepare for something important ministry, God will be with us. Only the plan is not enough. Everyone mostly makes some plan, but not many took an action, I mean they don't go forward anymore to that way because they stand still at the moment, and even though they do preparation very well, nothing happened.

Since we prepared a lot for starting the school, we found this is true. If we made plan and stop there, it is not possible to complete. That's the sad part that many people just stop before preparation, because they think too much of the plan already, and then wait something will happen automatically, but not that I know of.

Ministry Cycle...6 years

There is cycle of any ministry. If we look at books on the ministry, some books explain about this issue more in detail. Some compare this cycle with life cycle, e.g., born, getting old, sick and die. Just like four seasons; Spring, Summer, Fall and Winter. it's true to anyone in the world. Just like that there are cycles of ministry: 1) start; 2) grow; 3) climax; and 4) decline (dying). They say before dying, means what they sense something decline they have to prepare to restart, renew something which will be around 6 years old of ministry, so mainly change the direction of procedure, and without those action seriously the ministry will die soon.

For us, LPM Korea, it was clear of these four stages: 1) starting in 1999; 2) growing in 2000-2005; 3) climax 2006-2008. Then I sensed something, we are declining (after 2008). I think we have done 5 years for individual churches, then we felt that we need to gather people and train them instead of just visiting each churches which means we need regular training course, or Training Center, so opened Training Center, and it was minor change in our procedure...a few years later we needed to do major change in our direction for the future.

On the way to change, as you know I found there are three stages of change: 1) Letting go; 2) Neutral one; 3) and new Beginning. Whenever in the midst of those transitions, I used to read books on the issue, so I found some answers, clues, ideas, insights from them, first we needed to Let go old one, habit, concept, direction, mindset, but actually we don't need to forget past experiences, achievements, mature, insights totally, rather it help some for changing, so we need it and then we jump into Neutral Zone with those past resources. But we couldn't go back to the past. We are here, present in Neutral Zone, so people, our staff was also wrestling what to do next...we forgot the past, let go, and jump into midst of empty, quiet place...finally we work up and found the door to get out, which means major change our course, of course based on the past resources, even when we were in the Neutral zone, we have moved into new thing, new direction which means new Beginning.

In retrospect, we changed twice; first minor change, and then major change, without those renew of direction, new beginning of another adventure, upgrade is not possible and we will closed down our organization finally.

Luckily, LPM Korea got on the right track, I mean shift to schooling, moved forward slowly and smoothly. How? A few things: Leader's mind is important and it makes energy to the new direction. And God shed new way for the future. Our staffs understood what it is and reality of near future and also responded from the people especially Dr. Melvin's encouragement all the way. I think we were in the midst, at the neutral zone for about 2-3 years, in those years we were in the 3 boats at same time: Letting go the old one; Neutral Zone and New Beginning. And we have passed these nicely so we are going forward now where we have to go.

What is the Ministry?

When I was at PIS, Nagaland India, our principal Aloto asked me, "Byeong, what is ministry?" Then I was little embarrassed because I never got those questions, and also never questioned myself about it. Just I have done

ministry last 15 years! I have just handed over it from Dr. Melvin. What is the distinction between job and ministry, I think this is the implication of Aloto's question and more acute question, and then I tried to explain to him, now I am thinking again more in detail.

What is ministry? I don't know exactly what it is. There are no books that have written about it. But I think it is clear difference from secular job. Let me try to explain here: 1) Purpose is not making money itself. Of course there are many byproducts through ministry, but primary goal is not the money. So every ministry organizations (included local churches) should be non-profit organizations. Of course they need money (I know it very well), but if they follow the money, they will decline and die soon because people see them as money-oriented, not ministry-oriented, the people will hands off soon. If we dedicated fully to the given ministry itself, money comes after, but we can't become rich people, because God gives only daily bread. He supplies bread and water while we are in the ministry.

Second, Ministry has to focus on the direction itself and people, not to maintain organizations, or institution. Ministry and people are the primary then other criteria are second. Most of secular organizations focus on the survival of organizations than pursuing its purpose. But ministry should be focus on the people, and this is the task of top leader of the organizations. He or she has to focus on the own purpose, then and people will think of organizations to survive. I have focused our mission last 15 years very strongly, then our staffs trying to survive our organization to maintain. Actually this is a good system.

Third, to develop software is important. Ministry's strong point is to develop software than hardware which means we need to develop resources as much as they can. If they neglect they cannot keep the ministry with longevity. Then hardware come slater slowly. Of course, as a ministry leader, we need to think of hardware too, but it should come after software, and people should see us not only we have hardware but also software. If we have enough software, people will come and will be concern of hardware, e.g., office and make building so on.

Lastly, leader's mindset is also important. Ministry leader should be respected by the core members which means: 1) They have to be dedicated to the entire of his life to the ministry, 2) They are dare taking a risk person whatever costs are there, 3) Should be ordinary life style which means does not greedy money, wellbeing, wealth, so on. I like to put, "Sacrifice" at their label. They should be champion to sacrifice and taking a risk.

Chapter 7

Theory and Practice

There are two approaches: Theory First, then Practice; or Practice First, then Theory. Some people have theory at their hand first then move to adapt it to the actual field; but others start to Practice first then make theory based on those real experience.

Most of the schools used the former style when they teach and learn. They learn theory at classroom and then trying to switch it into practice, practical areas. We can't say which one is better than others. It depends on their situation.

Of course we need both; as we read Dr. Melvin's second book says that "Theory without Practice is no fruit but also Practice without Theory is no direction." I think it makes a sense.

Theory in Lay Pastors Ministry: As we know that there are many theories in the Lay Pastors Ministry. In the other word, Melvin developed a lot of theories in his various materials and also those resources are very practical and usable for PACE ministry.

Practice in Lay Pastors Ministry: LPM/PACE is not only theory but it is practice which means that PACE is really practical and lives itself in our daily life. So it contains both.

But if we focus only focus on the practice I found that they are boring and not growing enough, we need to choose where we are, and what we do for, right from now. So we need to change this and that, then we could adapt these two properly.

Those who are develop on this two aspects, we say 'specialist,' so we need both, practicing for a while and then back to the theory; also theory for a

while and then back to the practice. We can depend on the specialists in the beginning, but soon we become specialist ourselves on those two areas. Without it, we can't success and longevity.

We can get theory from interpersonal communication, books, experience, and an intellectual level and also from peers, And on practice, we can get it from intentional level, a little emotional level, and intrapersonal level.

For me, I have done practice many years, but time to time as much as I can, even now, buying books for checking out my leadership, means how well I do my practice. It helps for my personal and professional development for both.

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 team those who are motivated in the beginning. Leader's responsibility is to motivate them continually. Mostly fail in this area, so couldn't going forward and stop it at some point. As a leader of this ministry, it was always the time of my burden, "how can I motive 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 more than 10 years and still they are there by God's grace.

By the way, today's motivation is far different¹⁾ from yesterday, I mean, 40 years ago or 20 years ago. There are three stages of motivation; at Primitive times, there are 'carrot & stick' motivation; 20 years ago there were 'empowering' motivation; today 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 good process and natural

phenomenon, however the matter is on the leader, owner, means top person, how they manage those people who know everything and have everything that the organization needed, and they want to do job with their style and their philosophy, and also they want to select what to do by themselves.

For instance, once our staff member does not grow enough which is approximately 15 years ago, actually in the beginning stage of our ministry, they needed my help and my guidance, about destination, future goal, but now they don't need anymore, I am just there and listen their positive feedback almost in any occasions, and also at PACE International School, our school's staff, teachers and even principal, they are grown up and they don't need my personal help, for instance, counseling, coaching, so on...just present there and listen, because they know it and also they know how to do it.

I think today's congregation is also different from yesterday. They need motivation which is more upgrade where they could grow up, if they do not feel they are grown they couldn't survive there and also no more interested in the one ministry. We couldn't say don't do that because that is nature of human being.² So we have to accept them, because that is their basic natural process. The matter is upon us, leaders.

Melvin also has written on the motivation at one of his monographs. In #2, "Motivating Lay Pastors,"³ he said Jesus motivated his men. He says there motivation as inspiring a person,' 'stimulating one's spirit,' renewing commitment,' 'moving one to action,' 'restoring vision' or to use Paul's words to Timothy, "fan into flame the gift of God." Without motivation, ministry atrophies. One of the duties of leaders is to motivate those who are doing ministry. He stressed there are two motivations, Extrinsic and Intrinsic Motivation. Also Daniel H. Pink mentioned⁴) these two are his book, *Drive*. Yes, people need both motivations, from outside and also from inside, of course it depend on the individual, but today, we assure that people can develop motivation from Inside themselves because they have those potential already, so what we are going to do for those people?

I found those motivation is really related to the ownership. When they have ownership of some ministry, they are fully motivated and committed. Of course we have to be careful about motivation and manipulation. Both make people to move, but manipulation is not good for longer ministry. We can use it sometimes, but have to be very careful to use it, because it makes

misunderstanding easily, we would better not to use those approach, however we need to learn how to motivate people enough, because every ministry start from motivation.

I better go back to ownership and motivation. What is ownership? It means that is mine, my job, my mission, my calling from God. So how can we get ownership? We can get from ourselves, but mostly it has to be given by others, mostly leader of ministry, I mean the top person. Without ownership, we couldn't be committed, dedicated and also not developed ourselves and not creative. Creativity is very important for growing ourselves, without it we cannot grow our intelligence, which means how to. "God wants this ministry in our church so we have to make it work." Melvin has said:

Someone has to have "own" the ministry. That is, someone must be responsible for it, manage it and be accountable for its state. A small group people who share the vision and take responsibility. Moses was told by Jethro what he must have already known, that it was foolish to try to do the job alone. This is true for caring for the congregation and it is true for managing the ministry which cares for the congregation in our church of 2,500 members⁵ we have a Ministry Leadership Group of eight people who were the vision and give leadership to our Lay Pastors Ministry. What are the signs of ownership? There are at least five: 1. Attending meetings regularly. 2. Thinking about it at times other than at meetings. 3. Talking about it at home, with friends and others. 4. Agonizing over the problems. Even lose sleep over them. 5. Feeling the joy of success.

How I, Byeong, got ownership of this ministry? In 1995, I was teaching at my home seminary (SungKyul University) and was asked to teach on the pastoral care. Because of my training in Clinical Pastoral Education (CPE) in Canada. But I could not find English book on the pastoral care easily, so I expanded my search to include other schools. Finally I visited the Asian Center for Theological School (ACTS) and met Professor Ruth Elsner. She was teaching on the pastoral care and was using the book "Can the Pastor Do it Alone?" which was written Dr. Melvin Steinbron. The book describes the Lay Pastoral Care Ministry and she believes in the lay pastors care ministry

strongly enough to leave no questions about its merits. She believed the Lay Pastors Ministry (LPM) is good for the future of the Korean church so she recommend it, and gave me the book.

When I began teaching the Lay Pastors Ministry through the book at senior class of university, students became excited about the idea "to equip the saints for the work of ministry" (Ephesians. 4:11-12), and also its paradigm shift that the "clergy is equipper and laity is minister." I was asked to translate *Can the Pastor Do it Alone?* into Korean. I contacted the author Dr. Melvin J. Steinbron. I thought he was a senior pastor of a local church, but he is actually the Founder and President of Lay Pastors Ministry Incorporated (LPMI) in the United States. I communicated with him many times. Finally, I decided to begin the Lay Pastors Ministry in Korea.

July 1st, 1999, I opened Lay Pastors Ministry Institute in Seoul Korea at a local church where I was a part-time pastor. Later on we were able to rent for our own office and I was able to work as a full time for the Lay Pastors Ministry soon thereafter. When I set up this ministry, Melvin advised me "to form a Leadership Group. A leadership group is a group of people who believes in the ministry with me and will take ownership in its success. This developed plan of leadership groups is described among Dr. Steinbron's first out of 13 Monographs.

I talked to my colleagues (laity and pastors) about the Lay Pastors Ministry vision. I had four laypeople and I, we have started LPM in Korea. My leadership group members bought into the vision of Lay Pastors Ministry Institute Korea and together we have it in the beginning. The first job we have to do is to issue a ONE page of monthly newsletter just as the suggestion of Dr. Steinborn.

We started to introduce LPM to churches, pastors, and people who were interested in the ministry. Over the 10 years, I have visited a hundred churches and conducted 12 hour LPM Equipping Seminars for each church (usually over two nights). I have led many Seminars for clergy and lay leaders as well as five National Conferences in Korea. I have translated LPM materials fully into Korean and adjusted them for local churches.

Change/paradigm shift

We cannot avoid change concept in this ministry. Once we think to start this ministry we have to accept that there should be some change, for instance, our mindset, our leadership, also different between growth and mature, and using materials, resources, and self's preparation. Above all this ministry started from Ephesians 4:11-12, which is referring "to equip the saint for the work of ministry."

As we guess, we have done doing some ministry ourselves before but from now on we change, which means equipping people so they are doing their ministry, here Lay Pastors Ministry/PACE will also have those changing concept. What's the difference between Doing ourselves and Letting them do it by themselves. Of course there are big differentiations between two approaches. First of all start from ourselves but latter on start from the laypeople, of course we have to introduce and give them outline about what it is, but sooner or later its ownership will be in their hand. Doing was from ourselves up to now, but from now we are equipping them, no more doing ourselves. We call it paradigm shift. However I found out that paradigm shift and actual behavior are different. Paradigm shift is just like mindset, changing mind from A to B. But actual different approach, different leadership, different attitude is really matter. People say that they have done "paradigm shift," but if they are not yet changed, it is actually not changed.

So also someone said Change and Transition is different.¹ Former means moving to new site, new place, but the latter is psychological change. Of course this is not correct parable here, but we, as a leader of this ministry, need to change our mindset and also our behavior because weak people to change, and then they look at us whether we changed or not. People change very easily, but religion and we pastors are difficult to change.

Above all we need to get mindset that lay people are equal with us and they are given spiritual gifts, and also they are competent. As I read one article that says, long time ago only pastor at a village has graduated 4 years college, e.g., theological school, so he is almost boss in the village because everyone respect him. But it was hundred years ago, now is not that anymore. Mostly people today finished college or university; of course some

people from the remote town do not study college at all. So pastor alone is not only the boss anymore. And if we say ordination here, actually it's different function of ministry not offices. If we look at Melvin's second book, there are more in details about this issue. And If we think the ordination too much, we still leave in the Old Testament era that Chief priest and ordinary people were there, because only Chief priest alone can pray to God at those times. But we are living at New Testament era, so today's many new paradigms of ministry suggest, "New Testament Church," because still some people living in the Old Testament era even now is late 21st century.

If we think in this new way, our leadership will change automatically. To change leadership is not easy. I still remember that someone said change is just like having a gun in front of our mouth. It means change is threatened to almost kill ourselves. I can say here as much as we get danger of change we will get more benefits. No pain no gain! What's that mean? As much as we get into difficult we will get more, so it's same in changing. Dr. Melvin also said, "No change means death; radical and sudden change also means death. Balance ...is the key."² Please remember again: If we give One to lay people, they give back to us Two. Once we take risk to give ownership to laypeople, there will be a lot of benefits to the, only experience will speak this.

And through this process, we pastor and laypeople will be growing. What is growing and how we get it. As we all experienced, through difficulty and taking a risk, we grow a lot. In the other hand, why laypeople is not growing? This is more correct question I think. Most of pastors complained about their people saying it is not growing. Why there are not? I think they don't have difficulty in ministry which means they need to strive something for God and for the church, therefore no challenging to them, no growing. If pastor try to change themselves, laypeople will see it and they will also try to accept the change.

So pastor has to prepare themselves, they need to study not only Bible, theology but also interdisciplinary for themselves. Most of the pastors are reading books very limited, that's why they couldn't accept widely, they need to prepare variety, and I mean they need to get very useful resources for

themselves. For instance, as we know the father of management Peter Drucker, many churches study his books, why? There are many good talks for our ministry. He is not pastor but just churchman. I was so interested in reading that megachurch's pastor invite him to their church and listen what he talks. Even Drucker was teaching at pastors' group. Pastors can change through those studies.

And as a change of leadership is important, also pastor has to change their training style. Traditional training style will not work for today. I am talking here about training system and mostly we have trained only with text book, I mean training booklet even in the class room, and people want to changed themselves, however those times are gone, it's not working anymore. People knows well but they don't involve in the ministry, so our leader's job is to let them involve in the practical action and through that they feel difficulty, and then they are wrestling to overcome the problem, through that progress they are learning and also growing. Perhaps not only with written training manual in the classroom but also practices what they have learned, therefore we have to make that process system, and without it our ministry doesn't work and people will not grow. That is the leader's job to do, let people does it,

And also feedback is necessity. Without feedback people don't know what they are doing if it's ok or not. People want to know what they are doing is ok! Once I took CPE, supervisor's feedback on our paper that we summited to them was very helpful, some supervisor gave us feedback with writing a lot while others are just check and say good, done, so on.³ Even they didn't write a lot, it was helpful for us as students, as a learner.

At Lay Pastors Ministry, there are lay pastors meeting regularly. Regular's meeting of whole lay pastors is important; there we share our experiences and listens to others. At this meeting we are learning a lot because there are a lot of difficulties to do in this ministry; we want to learn how others manage those problems. Even Melvin has written about difficulties at one of Training Manuals.⁴ Anyway through these practical experiences we learn and we grow. Leaders have to give them these opportunities and continue to develop more ideas on this.

There is also some uncomfortable issue in this ministry. We call it "paradigm shift." To change our previous thought is not easy, because we used to have those habits last many years, I heard some ministry says don't come over 50 years-old, I guess they think those old pastors are not easy to change their mindset, and also in some sense they don't want to change their style. The difficulty in this ministry is giving the ownership of the ministry to the laypeople. First when it was given to laity they will make many mistakes as we have to wait until they realized and learn, and mature through those mistakes. They will learn and grow. If pastor couldn't wait for that period of time, laypeople will never grow up and will stay at baby level forever. One pastor complained to me that his congregation, even leaders, just like elders and deacons, never grow up. He said he taught them, preached them last 20-30 years, but they are same yesterday, today and also tomorrow, he confessed. What is that? Why they are not growing. That's neither laypeople's problem, nor their responsibility. That's pastor himself. I know its pastor and the church. He never trains them properly, and even he never gave the authority to laypeople to do something, so they couldn't grow. He wants to grow his church but in some way he doesn't want to grow his church. Am I wrong? No. It's true. He complained about his congregation about not growing, but as you feel he has been made them just like that.

I understood why he couldn't make it. I got to know what it is. First of all they don't know what to do; and second, they were never trained to motivate and give freedom to the laypeople. As you know that if there are problem at church, that is pastor's problem; if there are pastor's problem, it is school's problem; if school's problems that is professor's problem. I am sure I am right because I found those steps many years. In the end, professor didn't teach students about those things that will happen to them very soon. So when they, pastors, realized they have some problems on this area it is already late. Therefore they are taught about it.

One thing-fox and hedgehog

There are two kinds of people in the world, Philosopher Isaiah Berlin has written the book, kind of essay, *Fox and Hedgehog*," he mentioned here the

above concept. I think he has researched many successful people and failure in the world. He concluded those who focused on the only one thing succeed than who tried to do many things and knows many things.

He illustrated Fox and Hedgehog which is fighting each other. In the end, hedgehog won that game, the battle, because hedgehog knows only one thing, means how to attack the fox, and when to attack, he got every energy at one point, one moment, so finally defeat the fox.

All of us know about Domino Theory, Domino Effect. What it is? If one object falls down to the other, it falls down by the effect of previous energy. After all, the sum of energy falls to the others in succession which means one after another and we couldn't imagine how much power they make and how much energy they could make it. It says to us that if we try one thing many days, many times, we can make it, and we can reach where we want to reach.

Of course, it depends on the person or situations but generally to do one thing is much better than to do many things at one time. Sometimes we look at people who are doing only one thing many days, many years but still no fruit, no product, then they may blame them why still stuck at there, and maybe suggest them that is not yours. I think that's the temptation for all of us and all the time.

For instance, look at Dr. Melvin and his ministry, Lay Pastors Ministry. Of course there must be temptation to change his career, his course but I think he believed this ministry was divine calling from God. I, Byeong, do too. I believed God called me to do this ministry all of my life, and we need this kind of clinginess and also need to believe doing one thing continually is much better than doing many things in our lives.

Sometimes we feel boring to do one thing continually, every day, even many years, then we may think that's old one, but I believe to make new approach on the old one is the issue here. To do new one every time is of course not bad at all, but new approach, new prospective to the old one also make sense and often more valuable.

I read many books which suggested doing one thing; One Thing, Simple, Small is beautiful, First choice, Good to great, Built to last, etc. these book are mostly same concept: start small, make simpler, and one thing at a time, why? We need to focus on basis of that concept, then we can make, accomplish what we want to do!

I think Lay Pastors Ministry is the same, and that's why we have to stick at it. Because that's the only way to get fruit and product what we wanted.

Leadership & Management

Leadership is for the future (tomorrow): why do we need it for the future? Management is for now (maintenance): why do we have to do this now?

what is the future of Lay Pastors Ministry? If we look at 12 foundations of Dr. Melvin, it says the first is Vision. So this ministry should be the vision-Driven ministry.

So why Nagaland church need Lay Pastors Ministry? They need what the Lay Pastors Ministry has. For instance; paradigm shift which means pastor is equipper and laity is minister in according to Ephesians 4:11-12; Pastor and laity are Partners in Ministry; Love with skin on; general care and specific care; calling consciousness of laity not only pastor; willing to personal growth of laity, so on.

Why does LPM need maintenance? One of Foundations of successful ministry is #12, Maintenance. Maintenance is cover from no.1 to 11 in the Foundations which means from Vision to Evaluation, in the elements of success. We may compare Maintenance with Wedding march and Marriage life as Dr. Melvin mentioned at one of Monographs, "When the honey is over." Nobody knows what's going to happen after Wedding march, so marriage life is difficulty. Maintenance is just like that. It has to cover everything from the beginning. Maintenance cover from no 1 to 10 which means from the very beginning to the end, of course there is no end, but there is end what we have planned in the beginning, and before ending we have to launch new venture again. And Maintenance makes unite everything (from 1 to 11) in a hand. Therefore Maintenance is important as much as

Leadership is. Both, leadership and maintenance, are important in the Lay Pastors Ministry, and what I am doing for now? Yes, writing... this is also one of my maintenances. First stage is showing the vision which means Leadership (L); and keep the vision continually is Management (M). To start Vision is easy, but maintaining the vision is not easy. New start needed all the time which means new manage, different manage needed all the time.

We cannot say which is more important than others, but in the beginning stage Leadership means giving vision and showing direction, because people need vision first, actually we have to get people's heart first of all ,that's why giving them Vision first, then they understand we are leader and using our leadership is possible. The problem is how to move concept into reality, we will discuss with this later. Anyway when we started, management, maintenance is needed. Before I thought Leadership is everything but gradually I found management is also important, and what do I do now? Mostly I manage, meant to keep on going what we do, but if I only stick to manage too long, there will be something wrong, Therefore leadership & management continued together all the time, yesterday's leadership, today's management, and today's leadership, and another management. Without these two continually, any ministry couldn't go well, I mean no growing and no new direction. There are many books on these two areas: Management; Peter Drucker & Ken Blanchard: and Leaderships; too many books but I think there are two categories; classic book; what the leader's identify or characters and modern books on deeper and its part; for instance motivations, culture, so on. Once these two elements work together, things going well, so we need to read books on these two categories.

Long term and short term

I often questioned myself why some churches stop this ministry very soon, mostly less than 6 months. I found a few reasons why they don't go longevity.

They expect the result, its fruit too soon. As someone said baby needs 10 months to get out and see the world; bamboo needs a few years... to

grow...so it takes time to see its result, to get fruit, but mostly couldn't wait until to ripen, they want to get its fruit in a few days...how can we get result and fruit in this short period of time.

We know about change process, it needs three stages: *Ending*, *Neutral Zone* and *nBeginning*. Lay Pastors Ministry is new to the people so they need to let go old concept, old mind first. Of course to let go takes time. They know they need time, but we leaders couldn't wait to the time, so we tend to hasty, then there is problem to sprung up, people need time, but we can't wait so it is never matured. That's why I found people are not growing, not maturing enough. Before they are growing enough, its ministry closed down, because it there is no result, no fruit as they expected therefore, become short-term ministry. This is one problem of this approach.

There is another problem that once their ministry has failed, they change another program too soon, too many ministries at short; period of time, people are anxious about leader's leadership. They don't give leaders credit properly. Because they assume their pastor has leadership problem, that's why he or she change ministry items too soon, very often. Their leaders run and does this for a few weeks, then give up, another few weeks then give up, and others then give up, 5-6 different ministries paradigm in a year. Who is going to believe this style, approach? Finally laypeople and pastor, burn out, and in the end they don't do anything, no more trying to do new paradigms, and then go back to old paradigm, a few years backward. That's what happened to many churches today. Finally they say that our church couldn't do anything, and anything doesn't work in our church.

I want to say here, that they need to have patience and wait. As we know many successful ministry, they were doing something many years, some are more than 10 years, some 20, some 30 years. I am not saying here the years are the answer, but they have to wait until they are fully matured, grown enough, then in due time they will see the fruit with their own eyes, and then they know this is valuable ministry for themselves and also for their church.

We need to know two things here: we have to wait, and then they will be mature in spirituality and in ministry. Patience and mature goes hands on hands, because through patience they are growing, I mean maturing, so without maturing personally and ministry, they can't get its result. They want to be witness of the ministry, therefore, they have to wait, sometimes they feel they are killing time, wasting time, tedious progress, goes too slow, but they need to go through this stage, Ending, *Neutral zone* and then *nBeginning* comes to the end.. Let's wait, and wait a little more, and don't stop and keep on going but don't push them too much at one time, if we push too much they will give up because it gives them burn out!

Parachurch Ministry

Meaning of Parachurch: parachurch ministry is the ministry for local church, such as Mission work, Theological school, Training center, Institute, so on. They are not local church but relates with them very closely, and their goal is helping local church to be matured and to grow, most of parachurch ministry help church to grow¹⁾.

So parachurch are doing different ministry from local churches. There are many ministry paradigms which are for the church in the world²⁾. Actually I am also lucky to open my eyes and mind to the concept of parachurch earlier. I have started this ministry as parachurch in the very beginning. And even I bought the book, *The Prospering Parachurch* which was written by Dr. Wesley K. Wilmer, the Vice president of Biela University. He wrote outline of parachurch and later on I found, he mentioned, people put more money into the parachurch ministry than local church. Why? They think parachurch ministry is meaningful to them and it is more effective, which is more focus on the expansion the kingdom of God than local church. It means local churches are more focused on the maintenance itself than ministries for the kingdom of God.

Actually, the leader of parachurch organization is very unique feature, they have strong confidence what they are doing and what's their philosophy of the ministry, for instance Billy Graham's World Evangelical movement is one of the prominent examples of parachurch ministry. Also I have been

very strong mind in our ministry; our Institute exists to help local church, so it was very helpful to identify who we are, what we do, and how to do it.

I think I got this sound mindset from two resources: 1) From Melvin, 2) from the Book, *The Prospering Parachurch*. I have a lot of ministry philosophy from Dr. Melvin J. Steinborn the founder of LPMI USA. In the my eyes he was really excellent leader of parachurch organization in terms of helping local church, he was right there, so I have been effected from him many years and hundred percent of how to do it. Second, I have already mentioned from the book, *The Prospering parachurch*. It gave me more theoretic and academic, and also more systemically how to do it.

Through those resources, I was easy to stick at the sound spirit, "helping local church", and the main goal of my ministry. I was piled at this philosophy all the way until now since then, more than 15 years. So I have no problem to have confidence about my spirit, my mind, my philosophy, even my attitude. I think I have changed my previous life style, life philosophy into adaption to this ministry.

Upon this philosophy, it was easy to adopt Melvin's ministry philosophy all the way and there was no collision mine and his philosophy, and through this ministry philosophy I had no problem to help any church, any pastor, also any occasions, because I had strong mind that our Institute is parachurch organization as nonprofit basically.

Make dream into reality

How can we make dream into reality? First, our dream should be important for us, and it should be a clear dream. We have to think and think over again to make clearer just like crystal or clean water, and we may pick it up with tweezers. It should be no question of it at all.

For me, when I have started this ministry my dream (=vision, direction, goal) was clear that "I will help Korean churches with Lay Pastors Ministry." Of course this dream became more expanded, deeper, more upgraded slowly and gradually. But still my initial goal was clear all the way.

And dream has to be enjoyable. If it's not enjoyable, it is actually painful. I think I have enjoyed this ministry because: 1) I was happy to help others; 2) Satisfy myself of growing; 3) Work together with staff members; 4) Develop resources; 5) Expanded to the other countries. and many elements made me enjoyable.

Dream also has to be good for others not only for ourselves. Yes, we need to help us directly, and this is acceptable but in the other hand only help I is short-term's satisfaction and completion. We need to get good philosophy and attitude, mindset. I got this good model from Dr. Melvin Steinborn that he showed me through this ministry, totally doing for others, e.g., for local churches, I think it helps his ministry running longevity.

Then we have to stick at the dream all the time, always, even at any given time, situation. Having a good dream is necessarily, but stick at there is also same necessarily. Having it, and stick at it, is just like both side of the coin.

And on the way of ministry, we have to nurturing that dream, which means put on flesh & blood at there, then through the progress the dream is growing, blossom, and flowering, finally it gives fruit, which means reaching where we wanted to get fruits and what we can taste, eat and also sometimes see its fruit at other people's tree. That's our dream and vision.

NOTES

PREFACE

1 **with this key verse.** This means Ephesians 4:11-12; Dr. David Kim says that God gave the Church an important concept in every era throughout Christian history (*PACE Seminar, 2004*): Luther/Calvin era (The Reformation) Romans 1:17, *The just shall live by faith* Wesley era John 3:16, *God so loved the world...* Our era Ephesians 4:11-12, *Pastors...are to equip the saints for the work of ministry*. The "something" that needs to be changed is the concept of ministry, changing to this God-given concept, that pastors are to equip their members to do ministries reserved exclusively for clergy in other eras.

2 **Because Dr. Melvin J. Steinbron:** I got to know him through his first book, *Can The Pastor Do It Alone?* When I came back to; Korea from Canada, my home school, Sungkyul Christian University, asked me to teach with any English book because the school might think their students need to study with English book for their proficiency. I tried to find English book on Pastoral Care because I am very interested in this area and also I am trained in Clinical Pastoral Education (CPE) at two hospitals in Canada, so I tried to find and finally visited Asian Center for Theological Studies (ACTS) at Choongjung Ro, SeoDaemoon in Seoul Korea. At there I met Professor Ruth Elsner (but I couldn't remember her correct name because it was so many years ago), gave he the book *Can The Pastor Do It Alone?* And then told that the book is useful for Korean church for now and for the future. Then I didn't know what that means to us but many many years later when I have done this ministry well in the Korean churches, I understood her mention. Anyway I got Dr. Melvin's book in my hand and taught to the senior students with the book..

Chapter 1

What is the Lay Pastors Ministry?

1 This is the system of congregational care. If we look at participant's Manual, at coverage it says, "A System of Congregational Care by Laypeople, and also in page 3, at Ministry Overview, "The Lay Pastors Ministry is a system of Congregational Care by laypeople....It is one-on-one, hand-on, grass-roots, ongoing pastoral care ministry."

2 That is the SYSTEM: Book, Paul Stevens, *The Equipping Pastor* (Washington: Alban Institute, 1993), 34-36.

3 Why do we need people first: Book, *Good to Great* (NY: HarperCollins, 2001)

4 Totally different from yesterday. People say the church is organization the most not changed. So we, as a church leader, have to alert this warning.

5 MINISTRIUM. Rev. Oscar Fuchet used this terminology. When I was teaching PACE, I used this and stressed how important. Also laypeople enjoyed to hear that.

6 Me to Us: by Alan Nelson, 2007, Colorado: Group Publishing.

Lay Ministry & Pastoral Care

1 Paul Stevens of Regent College: Paul R. Stevens, *The Equipper's Guide to Every-Member Ministry* (Ill: Intervarsity Press, 1992), 55-69.

2 If we look at his second book: Melvin J. Steinbron. *Lay-Driven Church*. (Ventura, California: Regal Books, 1997), Chapter 4, "A Ministry-Balanced Church," pages 67-74.

3 Two illustrations are there first I mention here Dr. Timothy and Pastor Aloto. I have trained foreigners, so Dr. Tim told me; "love with skin on" is the most struck to him. He sent me email: "Based on the discussions we had at various venues in the past weeks, it is clear that you and other LPMK leaders want to make the PACE program more vibrant and appealing. That is the spirit! I came to like your PACE from day one because it reflects my personal philosophy which cherishes decentralization and genuine care for fellow believers. So, within my limited ability, I want to pray and contribute whatever little I

canto make this great program of yours spread to as many Christians as possible. Also, it is my belief that God will lead us in this worthy but challenging journey of faith. We just need to follow Him with patience and humility as He strengthens the existing lay pastors and their churches and, little by little, finds and trains new members for LPM. He has been using Dr. Melvin J. Steinbron and you wonderfully for decades now to equip more and more believers to personally share His love and care. The phrase 'with the skin on' fascinates." Dr. Timothy and me, we, started PACE International Fellowship (PIF) in Korea, 2013. Pastor Aloto also told me that "care with skin on" was fascinated him because there were no this concept in the churches in the Nagaland. Pastor Aloto and me, we, started school, PACE International Seminary (PIS) in Nagaland 2015, so two people was very important to do international ministry.

4 When I was in Canada: CPE was really go to me. At Woodstock, Oxford Regional Center (ORC) was an Institution for Mentally Retarded People, and our Supervisor was Mrs. Dr. Meuriel Carder. Actually I want to do CPE in Toronto where I lived, but my English was poor so I couldn't get position in Toronto, so school introduced to the Dr. Muriel who was running CPE program at Woodstock. She was understood me because she was missionary in India for many years, so she understand Asian students. Another one was Whitby Psychiatric Hospital at Whitby, and supervisor was Rev. Grant, because I wanted to know more about CPE, so I took another extra course. I had two supervisors, first was female supervisor and second was male supervisor, so I got more benefits because of both, different people trained me, and still I am appreciated to those two supervisors.

Why Lay Pastoral Care is important?

1. Mrs. Yoon also has story: She has written this almost ten years later of ministry, title was "**13 Years with PACE Training Center at Hallelujah Church, Seoul**"; When I was about to write this article, things that remind me of the last 13 years were blowing through my mind once again. One day **Rev. Sangbok Kim** (who was our pastor then) asked me: "Can you work with me for a lay pastor's ministry?" That time I didn't know anything about it, but I accepted his invitation. Right after that, in June 2000, the Lay Pastors Ministry

Conference was held in our church and the terminology "Lay Pastors Ministry Training" took birth. And, including me, 14 volunteers were gathered for this Ministry. Then, in 2001, Rev. Kim taught PACE to the elders and deaconesses, and the associate pastor taught it to the cell leaders. In 2002, after escaping a very long tunnel, finally lay pastors were recruited for the first semester. What a laughter and cry of joy and obsession it has been these past 13 years to see the successful completion of 22 semesters! Up to now over 1,000 people have graduated! I am so grateful to Rev. Kim for introducing the PACE Ministry and teaching about it so well. Also, I am thankful to **Dr. Melvin J. Steinbron**, the maker of original PACE, for sharing this precious wealth with us all."

2. Melvin says 27 gifts: Look at "Supporting Paper (#8)" of PACE Training Manual; he says clearly these gifts from Romans 12:4-9; 1 Corinthians 12-14; 1 Peter 4:8-11; Ephesians 4:7,8, 11-13. As you see that he include five functions as gifts in the church (Ep. 4:11).

3. when I attended International Conference: I think it was first or second attended conference, and then I wondered how to check our individual spiritual gifts but it was not difficult, totally 50 minutes that we have done. Our workshop leader was hand out 60 questioners to us and asked us to mark from 0-5, if we really wanted, mark 5, and no interested in, mark 0. So it took 20-25 minutes, then he gathered our paper and checked at other room, I guess there were some to help our answering sheet, so a few minutes later he came back with our answers. There we, each of us, found what our major gifts are. And I used the questioners to our students at PIS, and they were glad to know their gifts.

Networking for Nurturing

1 Training Manuals are not enough. Some church trying to take them out there, and give them chance to do at real field. This is good attempt, but that's not also enough, they need develop more for growing themselves.

Lay Pastors and other congregation

1. People might resist If we look at Melvin's monograph on this, he said, there are a few kinds of format of resist; 1. Timid; 2. Fear; 3.

Unacquainted; 4. Spiritual simplicity; 5. Ego; 6. Subconscious. When they encounter resistance, lay pastors often come to one or more of these three false conclusions: 1. These people don't need a lay pastor. 2. They are rejecting me. They would accept someone else. 3. Let's pastor only those who want a lay pastor.

2. For instance; sincerity, Persistent: If we look all of Melvin's resources, he talks a lot of these qualities... Why? PACE ministry is good and okay it...but people need more than that simplicity. How about longevity? What makes longevity of the ministry? Not PACE ministry, but more qualification to last. That's why Melvin talks a lot of this part. Dr. Melvin also stressed of this qualities and to get result, also to be effective and productivity, to need following characters which he pick up from II Peter 1: 1-8, says faith, goodness, knowledge, self-control, persistence, godliness, brotherly kindness and love, so on. (The *PACER*, Apr 2014), 2.

3. Ministry engine: Through ministry, some pastors says that they found: 1. Church culture; 2. Ministry engine; 3. Life style; 4. My finding was Church culture. Ministry engine was mentioned by Rev. Jinsok Park. Life style was referred by David Kim. I was leading many seminars at local churches, so as I found church culture changed at first. Generally speaking, most of church culture is not good, but when they got this ministry their culture change to the good slowly because people are loved and cared for each other, so they feel their church is getting better. More ideas you can find the book, see this boo, Samuel R. Chand. (2011). *Cracking Your Church Culture*. CA: Jossey-Bass. He said: Vision statements, strategies, and goals are very good tools, but they can't compare in importance to the culture. The culture of an organization is the platform for building a strong church or nonprofit. It is the fertile soil for growing creativity and passion for excellence, and the rocket fuel for reaching new heights in excellence and accomplishments.

4. Church growth: We can't exclude church growth in this discussion. Yes, every pastorthinks of it all the time. There are many ways and strategies to the church growth, so how about it with lay pastors ministry? Yes, I found this ministry is effective to the church growth but not directly, it helps church

growth indirectly. Because people grow, it makes church strong and grow. I can write of this at main text.

Different Gifts of Pastors

1 *Stephen Ministry:* This is a good Caring Training Resource, very specialized...especially more focus on the crisis caring but for me I found some weak point in comparing with Lay Pastors Ministry, also for Asian churches: 1) too long-training timetable for the beginner, for start-up, their formal training takes full of a week; 2) training fee is too expensive, they say about 2,000 USD for completion. I know some training need to be expensive, but it is secular's business, for instance, Harvard Business school for businessmen or CEO, Coaching Training for CEO, so on...but Lay Pastors Ministry and Stephen Ministry is there for churches and Christian, even for ordinary Christian, e.g., laypeople. It should simple and cheap to start-up.

Chapter 2

Prestudy & reequipping

1 *Through many churches' Training.* I have trained more than 150 local churches, so about 700 lay pastors produced from those churches. Only churches are 150, so other occasions I have used Training Manual for hundreds of Training, seminars, pastor group, theological schools, and so on.

2 *Developed reequipping material:* Dr. Melvin developed three reequipping materials which is upgrading lay pastor's ministry, and they are useful and also useable; 13 monograph, Dynamite Meeting, and 22 Essays. I have used each monograph at reequipping each session once I revisit the LPM churches. They enjoyed hearing again and feeling they are upgraded. Dynamite Meetings is focused on the skills of lay pastors while monographs are concept and knowledge. Essay is good for soul food for lay pastors, and lastly Melvin developed "Letter to Lay Pastors." It good for their integrity and deeper on the pastoring. Those materials we can use at reequipping moment, and also being used for individual lay pastors themselves.

1 They didn't have real experience: Melvin once said some people fails to their ministry because they don't have experience. Yes, I think experience is crucial to success in any ministry, means we need to wrestle with problems faced, and then we will get experience.

Chapter 3

Lay Pastors Ministry

1 There were/are many staffs, so I better put their names here because they were working hard for Korean churches: Mr. Minsik Song, Mrs. Inoak Kim; and a little later Rev. Hoorak Lee and Rev. Kwangsung Jeon, much later Rev. Jongtae Kim and Kwangsup Jung, and many years later three people involved in; Rer. Jaekwang Jang, Jinseok Park and Mrs. Daekyung Jo.

2 Christian Newspaper:He is Rev.Kwangsung Jeon. He was student of Yonsei University in Seoul, and then also he was part-time job at Christian Newspaper. After became our staff he visited our office almost every day. I am still thanks him. He is in the States, and after graduated Harvard Divinity School, he became senior pastor in New York.

3 in the year of 2001.Later on, it was printed 3-4 times and used for next more than 10 years.

4 PACE Training Center was excellent. After conference Hallelujah needed to make formal training system, so senior pastor appointed one deaconess, Mrs, Haekyun Yoon as a Leader of the Center, and through her commitment and passion the Center was developed smoothly. Usually they are trained with Melvin's PACE Training Manual and about 6-7 teachers were teach next 10 years, and even senior pastor's wife belong to teaching team, and through the Center many lay pastors produced and also many ministry leaders were developed. I can say they were really succeeded.

5 were really helped our conferences: LPM Korea held five conferences up to now. We had a lot of experiences from these events.

LPM in the Korean churches

1 *I have summarized* characteristics of this ministry a few years ago so have taught them at PACE school, Nagaland: Naming of this ministry, Ministry Tasks, What to call them, The length of training, so on.

Conferences in Korea

1 *Actually Rev. David Sangbok Kim*, the senior pastor in those days, was longing for this kind of conference because he taught and preached on the Lay Ministry last 20 years, so he wanted to show real one to his congregation.

2 *She is also training of PACE* at her church. She volunteered to join, work, and teach at their own PACE Training Center in the Churches.

Hallelujah church & LPM Korea

1 *Frazer Memorial Methodist*, Alabama Montgomery is the same case of between LPMK Institute & Hallelujah Church and LPMI USA and Frazer Methodist Church. Frazer Memorial Church has known Dr. Melvin and his first book, *Can the Pastor Do It Alone?* through their associate pastor Rev. Earl Andrew. On his way on the plane to Israel, he read the book, and thought to introduce this book to the senior pastor Rev. John Mathison. Finally they invited Dr. Melvin to lead Equipping Seminar for two days; it was first encountering with this ministry. Especially Rev. John Mathison was very pro-active and friendly to the Lay Pastors Ministry just like Rev. Sangbok David Kim at Hallelujah church in Korea

Partners in Ministry

1 *but not enough in caring:* Melvin founded it himself but it's true in Korean churches. Because in the early days of Christianity most of churches focused on the church growth which make evangelizing as much as they can.

2 *These two must be balanced.* If we look at second book, Lay Driven Church chapter 4, "A Ministry-Balanced Church (pp.67-)," Melvin mentioned clearly about Two: The Great Commission and The Great Chart which means Evangelizing and Caring.

3 *Ministry engine:* Every pastor sees the effectiveness differently in terms of their interests and their priority. One big church said this PACE ministry make church infra at their church; another said Life Style, especially Rev.

David Kim Hallelujah church telling to his elders for their life should be changed to PACE style; another said especially me, found the church culture because I saw it from many churches; other said Ministry Engine because it effect to every other ministries; so many churches get benefits from this ministry.

4 Lay Minister. Especially Frazer Memorial Church at Alabama in the States, they all them lay minister. I understood why they call them like that, and they were focus on the caring, so get the concept lay pastor so no problem to them, even Melvin said it's ok, but it affect other churches so they follow their style. If they don't misunderstand, it will be no problem.

5 in the real and front field: David Kim said PACE is tool for the ministry, so he mentioned equipping means give to the lay people ministry tool. I think he is right, of course there are many academic and theological researches on the equipping, and especially this book is good. Greg Ogden, *The New Reformation*, Zondervan, 1990.

6 in the crucial ministry of pastoral care. Second book is totally different from the first book. Melvin has been written first book right after practice of this ministry, so it was his dissertation, but he wrote second book 10 years later since he wrote first book. He wrote second book for pastors those who what to do this ministry.

Chapter 4

How to start and progress?

1 So he wants people go and see: I was wondering why people don't understand what David Kim said many times, even last ten years. I found it much later. I had chance to talk with pastoral staffs and also senior pastor. Pastoral staffs told they don't understand about lay ministry well because their senior pastor telling them a little abstractly and also senior pastor complained that his pastoral staffs don't understand what he meant last many years, so I found both of them are not happy about other side. Later I found what it is. Senior pastor told about only concept from Ephesians 4:11-12, so people don't understand with only concept, they need concrete materials, system, training manual. Because just first day's evening of

conference I had chance to eat dinner with elders, they confessed that now they understood what their pastor told them last ten years. It was very simple, Tom Parrish, the speaker from LPMI USA spoke about PACE ministry, and so people finally understood lay ministry means PACE ministry and also PACE is lay ministry, because senior pastor spoke of it. That's very simple solution, but very crucial, because people couldn't fully understand with only concept, they need something visible materials. Maybe many pastors still make same mistake I think.

2 LPM/PACE ministry started in Korea: The conference was a historical event in the Korean Christian history. We never talk about "lay ministry" before this conference. Our church focused in the revival meeting in 1950-70s, bible study in 1970-1990s, so people growth a lot and church was waiting something new. And before nobody talk about lay ministry in public, only Rev. David Kim and Hallelujah church, and maybe our institute talk of it, but since the conference every church and pastors got to know about lay ministry, so Rev. David Kim was doing great job to the Korean churches.

What's the meaning of Twelve Foundations?

1. Twelve foundations are excellent: Melvin has found these twelve elements to succeed the ministry. After many years of ministry he found these elements for growing the ministry. So while I am teaching and training people I still use and stress how important it is. In the other word, he calls it, Failure Resistant. Yes, this is correct expression rather than success, because we trying to resist the failure, finally we will be success.

2. it took 6 years to master: We, LPM Korea formally started in July 1999, and since then I used this 12 foundations, then I found we have completed this elements because I used it all the time and after six years we didn't need it anymore consciously, because it became my body, my life and, we feel we need to move beyond just as an Institute, so we strive to make school.

1 Certificate of Appointments: I also asked to Tom Corbell, president of

LPMI, USA to make same certificate for Aloto and send to the school directly, because I know how important it is for his ministry.

Institute and School

1 *We have studied a lot* at staff meeting, at retreat center, sometimes whole night to discuss concept and theology of this ministry and also two text books and slides which was that one of our staffs has developed, it is about 350 pages of power-point.

Chapter 5

Melvin & me

1 *He was literally* Available to me all the time, so also I want to available to the others as much as I can. I have visited many countries to introduce this ministry because of once they want me to come; I was thinking "Available" all the time. I am teaching this many times so it became part of my body, and I committed to God to do this ministry, so it compelled me to go to them.

2 *I read many* books but they were only books itself, so no more follow-up, no Training manuals developed. I have visited Yale Divinity College as a post-doctorate, then I look at books on the lay ministry at library, course there were only books not too many Manuals. I am now helping D.Min dissertation for Rev. Chia, Singapore so I suggested him to develop Training manual after D.Min, because only Degree is not enough for his project.

LPMI USA to me

1 *Sometimes old history* is good, but unconsciously they make us getting old physically and also in ministry, so we have to alert of it.

2 *If still their main ministry* is helping churches directly they have to do this, or they have to change slightly their future course, if they don't they will follow the natural ministry cycle, so probably bad ending.

Function of National Leader

1 *indispensable of network* LPMI USA has been published Newsletter quarterly for about 35 years, by the way still put the title is "Network" Newsletter. You know what's that means. They think everyone who is working for Lay Pastors Ministry is Network, so they still keep the concept.

Chapter 6

Visited Overseas School

1 *OMSC* Overseas Ministry Study Center (New Haven, Eastern USA).
World Mission Center at Fuller Theological Seminary (Pasadena, Western USA).
OCMS –Oxford Center for Mission Studies (Oxford, United Kingdom).

2 *Once I went to* New York to attend in Installation Service for Rev. Kwangsung Jeon who was staff of LPM Korea, then I planned to visit **NYTS**, so I met the professor at their school.

Nagaland with Lay Pastors Ministry

3 *I mean paradigm shift* How can they get paradigm shift? there are stages to change: *Ending*, *Neutral Zone*, and *nBeginning*. Two paradigm shifts needed here: to pastor, and to lay people. TO pastor: it is related to their leadership (adjustable leadership); have to understand what it is; if it is possible partnership with laity. To understand only functions are different. To laity: They need to think why they need Ending first (problem? Procedure?); and it takes time (just like preparing for the near future)

Chapter 7

Motivation

1 *But today's motivation is far different:* Daniel H. Pink, *Drive* (New York: Riverhead Book, 2009). I had enjoyed reading this book while I was in Nagaland, also I have taught some ideas to our students at PACE International Seminary, they enjoyed listening and especially in Chapter 2, section of Carrots & Sticks, it was fascinating. I mean how we, as a professor, can motivate today's students, because many things are changed and even young students' mind is not the same as before. So they need new motivation such as adapting to this new reality, new world, now circumstance, new churches. I got some challenge in myself.

2 *Nature of human being:* As we all know, Abraham Maslow's theory which is even old theory still working in our society. His well-known theory of hierarchy of needs, he was a former president of the American Psychological Association, believed that we could learn as much as studying healthy, well-adjusted people as we could by studying those with problems, so that is what he did. His conclusion was that each of us has various levels of need and, as we satisfy one need level, we move up to the next. These needs he categorized as we know: Physiological need-Safety need-Social need- Esteem need- Self-actualization need. Marlene Wilson, *How to Mobilize Church Volunteers* (Minneapolis, Augsburg Publishing House, 1983), pp. 36-37.

3 *Motivating Lay Pastors* Melvin, one of 13 monographs (LPMI USA); Dr. Melvin found twelve pillars to make success this ministry many years ago after launched. 1. Vision; 2. Ownership; 3. Design; 4. Call; 5. Equipping; 6. Accountability; 7. Affirmation; 8. Support; 9. Fellowship; 10. Communication; 11. Evaluation; 12. Maintenance. ***Also Daniel H. Pink mentioned*** Book, *Drive*, Chapter 4, p. 83.

4 *in our church of 2500 members.* Melvin J. Steinbron has started at College Hill Presbyterian church...their people was approximately 2500. Melvin had been work for about 15 years at three different church, and one day he

realized he didn't 'equip the saints for the of ministry(Ep. 4:12),' so he stopped his ministry and studied about this concept and was invited the church, CHPC, so he developed this ministry. First they called it Lay Pastoral care Ministry, but later one they have change the name, Lay Pastors Ministry and became world-known ministry, and finally come to Korea and export to the Nagaland India, made school.

Change/paradigm shift

1 William Bridges. (2003). *Managing Transitions*. Cambridge: Da Capo Press. He says there three stages of transitions: Ending, Neutral Zone, and nBeginning. It was very useful for people to change, and the strong point of this book is people's mind is not change at one time, and one morning so we have wait these stages.

2. Melvin Steinbron. (1997). *Lay Driven Church*. CA: Venture Books, at contents, #1.

3. At CPE, we are learning from a few feedbacks: one from ore supervisor's directly feedback on the paper and through individual supervision with them; and from peers, we called it group dynamics. At group meeting we got a lot of feedback from peers. We grow through both our supervisor and our peers.

4 Dr. Melvin wrote a few difficulties in this ministry at Training Manual, #12:
1) Some people they do not need lay pastor. 2) Some people are very busy. 3) Lay Pastors are busy. 4) People have some problem we cannot solve. 5) Different effectiveness. 6) No apparent needs or crisis. 7) Some people need only ordained pastor.

Parachurch Ministry

1. parachurch ministry help church to grow: so local church helps parachurch financially to survive, and this is natural phenomenon in the Christian ministry.

2. for the church in the world: I heard there are more than 100,000 parachurch organizations in North America and around 100 for now in Korea.

Appendix

I have written weekly columns for two years in the daily newspaper, JOONGANG-ILBO(general newspaper) in Toronto, Canada. so I uploaded some of the columns here.

Is Failure Necessary?

Rev. Melvin, the founder of the American Lay Pastors Ministry Inc., once wrote about failure. He presupposes that no one has ever failed. In the meantime, you can learn from your failure.

There are many people who have failed, and there are many who have succeeded. However, if you look at those who fail, it is often temporary failure.

Thomas Edison as an example: Having enjoyed success only after numerous failures. Edison was criticized by his teacher as "too stupid to learn." But now everyone knows the name of Edison, who invented the light bulb. It took 1,001 attempts to succeed.

Walt Disney: The head of a global animation company has also had a hard time. He was fired from The Kansas City Star newspaper in 1919, and the magazine's editor-in-chief pointed out to Disney that he "lacks imagination and has no ideas to write about."

Vincent van Gogh: His paintings are now priced at millions and tens of millions of dollars. But when he was alive, no one was interested in his paintings. In 10 years, he produced about 900 pieces, selling only one. It's also very cheap for his friend.

It is said that there are two kinds of failures. Temporary and permanent

failure. Temporary failures are forgotten after a night's sleep.

However, with temporary failures, they often brand themselves as if they were permanent failures, and sometimes they make extreme choices.

Temporary failure is sometimes seen as a blessing, an opportunity. It is absurd to say that God allows his loved ones to fail!

I talked lightly to our students about failure at a Graduation Ceremony. I didn't think I should do it too hard at the graduation ceremony, so I just touched it a bit. However, I think my meaning was fully conveyed because they listened attentively. The gist of my story to the students was, "Failure is necessary." It meant that you didn't have to fail, but if you failed, you should accept it. Furthermore, I even said that failure is necessary. At the same time, I also said, "Failure is the mother of success," because graduates may now be obsessed with fantasies(unrealistic) that everything will be possible in the future.

Furthermore, does failure really make a failure? Columbus, an Italian explorer who discovered New World America as an example. Because of that, we learned about the New World. But in fact, there was a time when he was imprisoned for it and waited for the day he was executed. It would have been considered a failure. Since then, however, his name has gained a lot of glory. His name was used as a regional name, and the official name of British Columbia in Canada, and even Washington, the capital of the United States, is Washington, D.C., or District of Columbia.

After all, the term failure is not an easy title to be given. There are many cases like Columbus. After all, temporary failure is considered a necessity for us, and for young people who have a lot of future left.

Good personalities

Statistics show that 95% of people who subscribe to life insurance are moved by the personality of insurance agents rather than the insurance content itself.

Some people are good at sales, but many are not. In fact, such sales, or insurance. In addition, there are many cases of hesitation to buy things. I'd say I'm part of that kind.

When I was a seminary student, I had experience in sales as a part-time job. I've sold books and sold things. I wanted to earn my tuition. Furthermore, I had no experience in the field. In the end, I couldn't sell any. I found it very difficult to sell something to a complete stranger.

I think it reminds us that "rapport" is important in words that we know well. It also means mutual understanding, trust and cooperation. Rev. Melvin, who motivated the establishment of Melvin University, also wrote about this in a letter to lay pastors. What he's talking about is good rapport. It was said to be a tool to open each other's hearts, but he expressed harmony, familiarity, and even similarity.

Personality that makes others feel bad, personality that doesn't care about other people's rights, personality that always disagrees, personality that always creates discord. It is said that there is an enough chance of failure in this nature. On the other hand, people who are good at negotiating with others and harmonize are more likely to succeed. In other words, it is very important to develop personality and character.

I've read Stephen Covey's book a few times over again. His conclusion was about characters. To emphasize this, in many ways, I have heard many illustrations.

Can a good personality be developed? I think it's possible. I think that personality and attitude can change, even if personality does not change. Furthermore, I think this is one of the reasons for studying and training. Usually, when you look at people with bad personalities, you find that they were not like that, but they are because of the situation and environment. Of course, it's often used by students, but there's a saying called Teachable! It is a concept used as a person who can be taught or as a person who accepts

teaching well. When selecting staff from a team, they also use the initials FAT: Faithful, Available, and Teachable.

Then why is a good personality so important? First, it is very beneficial to yourself. There are times when you don't, and you become very hurtful to yourself. Therefore, it naturally appears in relationships with others, causing double wounds. Furthermore, the number of people suffering from triple and quadruple work increases as they show distorted expressions and behavior in all relationships. How sad it is for us to live in harm's way when we are supposed to help people!

Characteristics of short-term projects

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

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

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

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

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

As it seems, to succeed in anything, we have to be completely all-in and crazy.

The success of short-term projects requires great concentration, high leadership, and simple management, and it must be clear when it ends if added.

When we invest energy from concentration, people think, and they want to know the time of when to finish. Our leadership, our energy is exhausted, but also the energy of the people we work with is also poured out in a short period of time.

Longer and unlimited time investment is actually too much. So from my experience, short-term projects shouldn't be to last more than two years. The best thing is between a year or/and a year and a half. It doesn't seem wise to cross the year twice. If you say short-term projects after Christmas twice, you can't give trust to the people and there is a high probability that it will end in failure.

Personal growth and organizational leadership

No matter what organization or institution it is, there is bound to be a leader. He needs two things, then the organization believes that it can succeed.

But there is a book that clearly shows two things. One was Stephen Covey's Seven Habits, and the other was Jim Collins' Good to Great. Readers may have better resources, but personally, two books were useful.

First, the Good to Great book was published after researched a number of

successful companies around the world, using the term Disciplined Thought, which ultimately boils down to two things. One is that even if there were difficulties in reality, they continued to push ahead. The other is that it focuses on the most important thing. So by leading the company, they were able to create eleven great companies out of hundreds of successful, good companies.

On the other hand, Stephen Covey's book is about developing good character and good personality. In a way, I came to the conclusion that good character is good in human relations, but that is not enough to succeed and lead a good organization or institution.

It's not bad to be named "He's such a nice guy". However, if the meaning of 'no ability' is implied in it, it cannot be accepted only as a compliment. It's a nuance that it's not enough. I am concerned about this.

I think the relationship between individual growth and organizational leadership has this relationship. So Stephen Covey's book is so good, but it will be the additional attraction if the corresponding leadership is developed.

This is also an inevitable task for a leader. The problem will be how individual growth harmonizes with the leadership of the organization and creates synergy. It is natural to have both. In a word, it can be described as "a humble person with expertise." Professional & Humility. Maybe this is a contradictory thing.

However, it is an inevitable task because you can become a top leader only when you have both. Or else, he can only play the role of a staff member.

Two kinds of Motivation

What I've been thinking about since my ministry in Korea has been about motivation, and it's become clear that there are two motivations: whatever ministry it is, strong motivation is needed to "start." Another is the

motivation to "keep up" the ministry.

Of course, there are many books about motivation and theories about it. Pastor Melvin also wrote a short paper titled *Motivation*. Of course, the essay was about "internal motivation and external motivation." It's close to motivation in the beginning stage.

Another one is Dr. Daniel Pink's book *DRIVE*, which is written about three levels of motivation: the primitive age, and before post-modern, and after; the first is carrot and stick, and the next is ownership, and now autonomy.

All these books and materials helped me to understand my own motivations. But these theories and books didn't solve my curiosity, and the motivation which is "to start" now, and the motivation "after" that, were completely different, so these basic theories and materials shouldn't work.

Since most of the resources focus only on the motivation needed for the "beginning stage," it is a necessary process for those who are starting something, and for students who are just learning leadership at school, so these books are very popular and selling well. Almost all of them introduce their books as must-read books, as textbooks. As a result, most leaders stop at this stage, are satisfied, and conclude that "I've done my job."

But what I'm interested in here is the question of "what happens to the motivated people at the beginning after that?" So, most pastors are embarrassed at this stage, thinking about whether to continue or stop. Since the lay people can't wait long, if pastors don't get an answer within two or three weeks, the credibility of leadership slowly begins to weaken, saying, "Now our pastor are quitting again." This phenomenon is usually evident four to five months after starting ministry. From here, different leadership should be exercised, but it cannot be done in the way it has been done so far, so they began to worry.

While the pastor is agonizing, it is inevitable that the lay people will soon quit their ministry. They used to questioned, "what's next?" And if they stay

in this ministry, they realize that they can't grow. Because they no longer feel the need to stay in the ministry. So many ministry workers stop at this stage and close the door because they don't solve these problems.

So, motivation to continue like this, especially in long-term ministry, is an inevitable task. Leaders have to learn many ways. Fortunately, I overcame this problem by solving it. First, I started to read many books about learned how to endure and to solve it in these times.

When I saw our staff growing up in the ministry, I also felt a challenge, and I recognized that I had to grow up as well, and at the same time, I had no choice but to find an exit. So I slowly overcame it by looking for ideas from many books and advice from my mentor, Pastor Melvin.

At this point, we leaders need quite technical leadership. Only textbook and theoretical basic leaderships cannot overcome this stage. Such leadership has long been mastered and obsolete. At this stage, different materials, different approaches, and different leadership are needed.

People who follow us as they watch us want to check our thoughts, directions, and minds from time to time. In particular, where we "want to go" and "where we are headed" are an absolute factor that gives them a sense of certainty.

Success and Achievement

Let's talk about Success and Achievement. The concept of "achievement" is more appropriate when asked how much success means to those who believe in Christ? Success is like a term in the business world, and achievement is the concept of accomplishing the work/ministry entrusted from the Lord, and to hear "well done."

Our Lord Jesus also expressed it with the word "Job Done"! We don't use the word Jesus succeeded very well. He has completed the task entrusted to him.

Is it an easy to do completion to the given job? In fact, it's only possible to achieve it if you die! If there is still energy left, I think it has been achieved less. I think it is people's hearts that want to achieve at least one thing in their lives, and it would be desirable to leave the world after completing a given mission, but it is regrettable that they cannot achieve one thing.

Rather than trying to succeed, I try to fulfill my mission. I think it is wise to put all your heart and soul into it. Perhaps, as Pastor Melvin pointed out, it is in line with the need to go in the right direction rather than trying to be complete. In other words, it would be better to complete a given task than to pursue success, which is considered the biggest task.

Rather than having a successful life, I think it would be better to finish the given work completely. It's because we have almost more experience of failure than success. Few people will succeed in their entire life. It should be said that there are few. Therefore, even if it is not completely successful, wouldn't it give you a score if you achieve only one given field? Therefore, it seems that the expression of accomplishment is better than success.

To fulfill the mission given by the Lord. In both respects, "the mission of the pastor." The other one is, "The mission of a layman." The pastors can do this, but the mission of a layman is the key issue.

Personally, I argue that there should be a ministry given to laymen. Will only laymen help the pastor fulfill his mission? Furthermore, while fulfilling the mission given to laymen oneself (I want to call it a ministry), shouldn't laymen have the meaning and reward?

Like any pastoral theologian said, whoever it was, I think it's a meaningful story that when anyone believes in Christ, you're given two things at the same time: "Salvation and Ministry."

Growth of lay people

The church members want to grow up. I've heard a pastor confess as follows: "Even though I've been preaching for more than 20 years, the church members yet haven't grown up like children."

I've been seriously troubled by this as a practical matter. Why is this happening? The congregation said, "The pastor didn't raise us!" From the standpoint of pastors, "The people are not growing."

First, in my view, the laypeople are not growing up, because they are not responsible, in other words they don't have a job to work, so they are in religious superficiality, so it became a habit, and they just went to church normally, and hard work is avoided, and a natural comfortable religious life is ingrained in the body, making it seem immature to the pastor. However, if we ask them why you are not mature, they are shift responsibility, and saying, "Our pastor made us like that."

Why pastors are not giving work and not taking them to get the responsibility? It seems to be a matter of mutual trust. The laymen do not bring the results as quickly as the pastor expects. I think this should be waited on by the pastors.

First of all, I think the atmosphere of the church is important. I think it is necessary to give a perception that lay people can grow personally. I think it is necessary for the pastor to always recognize that not only the growth of the church, but the growth of individual laypeople, is the growth in the community of the church. It is true that it is up to the pastor to connect it. Next, I think it is necessary to have a system that allows this need to become a reality. There is a limit to the growth of church members themselves. The pastor's strong support and the ability to make it visible. If the system is backed up, it is considered more effective. Otherwise, we often see little results as much as they try.

Then, whatever ministry they take, it is necessary to give them ownership. Having ownership in one ministry, not in church ownership, helps a lot to grow fast. Having ownership creates a sense of responsibility and makes efforts to solve problems, so in the end, it cannot help but grow. Because of the growth is the result of such efforts.

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 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 three things about 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 of it, but

I always emphasized two things: First, take care of ourselves 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.

Ministry Cycle

I learned from my experience that the cycle of ministry is about six years. In the end, no matter what ministry we start, we have to last six years. Of course, this is what I got from my personal experience of parachurch ministry, but I think it also applies to ministry and various ministry within the church.

Then why do we need to do six years? Of course, the short-term project will be completed in a year or two. However, long-term ministry takes a longer time unlike this, because it takes that long to achieve the bigger desired

goal.

This is especially true when we're conducting nationwide ministry. In our case, changes were needed about six years after the lay pastors' ministry began in Korea. In about six years, two phenomena appeared, one was being almost satisfied with the entire Korean church as we expected. In addition to, whole of Korea were covered by this ministry: from East to West and South to North; without heresy, almost all were included. Particularly, our ministry permeated various denominations, including Presbyterian, Methodist, Holiness, and Baptist. At that time, all churches were interested in the theme of the lay ministry. It was a time when the concept of 'partners in ministry' was essentially requested by laymen.

The other was that the staff and volunteers who joined our ministry began to think, "We've done our job now. What's gonna happen the next?" For six years, they devoted all their energy to holding church' seminars, pastors' seminars, and annual conferences for the National Church, and it became clear that they grew up a lot and almost finished their doctorate degree, so they are no longer needed to work with me, Byeong. We altogether have done our job: "to fulfill God's mission, that's helping the church of Korea by Lay Pastors ministry," and no longer needed personal growth.

So, as a ministry leader, I began to worry. In other words, will it be closed to the ministry? Or have we find at a crossroads of finding a new breakthrough? This was a worry that occurred in the sixth year of ministry. So I began to study how the ministries in the States that were ahead of us at this point. In the meantime, two organizations caught my sights. One was the George Barna Institute, and the other was the World Evangelism Association of Billy Graham.

We already know the ministry of Rev. Billy Graham, and another one was the George Barna Institute where was a famous institution which researched the future trends of the ministry and provided it to churches in the States. I looked at the final direction and destination of these two ministries. And I found that George Barna Institute finally founded a Christian publishing

company, and Billy Graham founded a theological school, as well known Golden Cornwell Theological Seminary.

So, it seems that our ministry direction and future destination are not the Company like George Barna. If so, for the long run, we need to make school, and opened the PACE International Seminary in India in 2015 and Melvin University in Kenya in 2021.

It is regrettable that many parachurch Institutions usually close their doors around then without making another leap through the seasonal cycle (spring, summer, fall, winter), and now hope them to make another leap after six to seven years, and if there are three or four time of this cycling, that will be a meaningful ministry and institution with a history of two to thirty 30 years.

The sooner the decision the better

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

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

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

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

Planning and preparation

I was very interested in these two things when I set up a seminary in Nagaland, India. In other words, we made a plan and started preparing. These two words both are probably familiar, easy, but not taken seriously.

Usually, we decide to do a certain ministry or project, but now we plan. However, planning takes a lot of time and energy, but in reality, and often it is not possible to actually proceed with it. It's a long way from trying to put the plan into practice. That's why I am saying here, 'Preparation' is necessary before practice.

Preparation means that rather than preparing everything at once, as there is

a saying that "when you light a candle at night, you can only see one to two meters ahead."

When I tried to start school in Nagaland, I talked a lot with the Mr. A who was a student that came to Korea to study. We had known each other while LPM/PACE training together for two years in Korea.

We decided to set up a school, and we said "Let's pray" to each other many times. While praying, I read one article in a summary of a book made by the Auxano Institute in the United States, which seems to have been the title "Preparation is More Important than Planning." So after praying and planning, I said to Mr. A, "Let's PREPARE for now," and he understood what I meant and accelerated the preparation. The word 'plan' was no longer needed for us. The word and concept of preparation, and the [verb form] of "preparing" remained, and in fact, only that "preparing" was waiting for us. So as we continued to prepare, we were able to eventually hold the Opening Ceremony of the Seminary. It was the result of preparing steadily for almost a year. The plan alone does not produce results. It doesn't happen if we just expect something to happen.

In fact, we have learned and done a lot of things 'to make plans'. It's not that we don't have to plan, but the potential unconsciousness that planning itself is the end often binds us. In other words, it means that after planning, we need to focus more on preparation and put our energy into it.

Why is preparation important! Preparation is not a one-time slogan, it is not completed at once, and it is not a [static noun.] It is actually progressing by continuing to do something that has no end. Then one day, there will be a moment of ending that we have completed.

Anyway, once the preparations begin, we will get a lot of ideas, insights, and resources from both inside and outside. If we just 'stand still' to make plans, we can't see and find the resources around us. When we prepare for a goal, we will find a way, and when we do, people will help us.

Robert Fritz emphasized in his book, "The Path of the Resistance," that if we set one major goal and worked hard to achieve it, everything around us would help us. Because that's how people and things line up. This is what he called "structural dynamics."

Yes, God will be with us when we prepare for an important ministry. Planning alone is not enough. Many people make plans, but not many people execute them, and they no longer prepare in that direction, just standing still and waiting. Nothing happens, even you planed very well.

Personally, I found out that this was true because it came from my own experiences. We can't complete it if we just plan and stop there. It's a sad fact that many people stop before preparing. Because they make a plan, and then they stop as if they've done it. Then they are killing time looking forward to something happened, and ask "What's going to happen!" but it doesn't actually happen. After you have planned, you should move on to preparation.

Sense of ownership and motivation

Success in ministry requires two things: motivation and ownership. But I found the two really relevant. When a member of a parachurch ministry, or a member of a church, has a sense of ownership in a given ministry, they become fully motivated and devoted.

Of course, we should be careful about the difference between motivation and manipulation. Both make people move, but manipulation is not good for long-term ministry. We can use it sometimes, but we have to be very careful when we use it. Because it makes easy to misunderstand, we might as well avoid such an approach as possible. So we need to learn more about how to motivate people. Because every ministry starts with motivation.

Now let's see how ownership and motivation work. What is a sense of ownership? It means having the concept of "my work, my mission, my

mission from God, and therefore all responsibility lies with me." So how do you get a sense of ownership? We may have it from ourselves, but most of it is given by others. Usually in ministry, it is given from a leader. My meaning is from the top man, i.e. from the pastor in charge. This is because the pastor is the final decision maker in the church. Without a sense of ownership, we cannot commit, nor can we develop ourselves, nor are we creative. Creativity is very important to grow ourselves. Without creativity, we cannot develop ideas about what to do. In other words, "God wants this ministry in our church. So we have to do this ministry." It can be seen as a mindset.

Someone should "own" the ministry. In other words, someone should be responsible for it, manage it, and take responsibility for its progress and current state. In other words, you are responsible for success and failure. This is a small group of people who share a vision and take responsibility. How many people is good? There were twelve with Jesus. But from my experience, around 10 people is good. More precisely, there are seven or eight people. Any large ministry organization is covered within this range. And when people within this range gather, all the necessary theories, strategies, and contents are included.

So what is the indication of having a sense of ownership? There are at least five signals. 1) Attending meetings regularly. 2) Thinking about it even when it's not meeting time. 3) At home, and talking about it with friends and other people. 4) They can't even sleep well, worrying about it when it doesn't work. 5) And they feel joy when it goes well.

Hedgehog and fox

I have read the essay "The Hedgehog and the Fox" by philosopher Isaiah Berlin. Of course, it was said to have taken the idea from Tolstoy's view of history.

There are two kinds of people in the world, Philosopher Isaiah Berlin has written the book, kind of essay, "Fox and Hedgehog," he mentioned there the

above concept. I think he has researched many successful people and failure in the world. He concluded those who focused on the only one thing succeed than who tried to do many things and knows many things.

He illustrated Fox and Hedgehog which are fighting each other. In the end, hedgehog won that game, the battle, because hedgehog knows only one big thing, means how to attack the fox, and when to attack, he got every energy at one point, one moment, so finally defeat the fox.

All of us know about Domino Theory, Domino Effect. What it is? If one object falls down to the other, it falls down by the effect of previous energy. After all, the sum of energy falls to the others in succession, which means one after another, and we couldn't imagine how much power, energy they make it. It says to us that if we try one thing many days, many times, we can make it, and we can reach where we want to reach.

Of course, it depends on the person or situations, but generally to do one big thing is much better than to do many things at one time. And historically, he had listed such as Plato, Dante, Pascal, Hegel and Frost.

In today's case, as there's a saying "to dig a single well," sometimes when we see people doing only one thing for many days, many years, but still no fruit, no product, then we may blame them why you still stuck at there, and we accuse them of, "Why is he still there?" And they say, "I don't think that's your job."

But I think it's a temptation for all of us. This is of course my personal opinion, but we cannot do many things in a given life. No, it's not all achievable. I think it's wiser to focus on one thing you can do best and two things in your life.

How does change come about?

Change in church or in any ministry is actually a rather uncomfortable term. However, it is a problem that must be dealt with by pastors or leaders. That's because the ultimate responsibility for change lies with the leader at the top. In fact, if the church members first mention that "change is needed

in our church," the pastor is a little burdensome. So I think it is necessary for a leader to first sense the need for change. There will certainly be signs of that.

However, the word CHANGE usually comes first from the mouths of pastors, but the results are often not good. Both pastors and laity expect changes to occur if the word change is brought up and announced. However, change does not happen just by informing and talking. We already know this. In other words, what process will it take to actually make a change happen after the word change is announced? In other words, how does change come about? This is the key.

There may be several books about change, but I got a lot of help and utilized it in the following two books. One is "Leading Change" (Prof. John Kotter), written by Professor John Kotter of Harvard University. He talked about eight steps, and among them, the term Sense of Urgency and its concept helped me a lot. Change is difficult if we don't feel the urgency. That makes a sense. The other book is "Managing Transitions" written by Dr. William Bridges, which means to manage changes well. The subtitle is 'Making the Most of Change', which I understand means 'bring change well'. In other words, it seems to be an answer to not bringing about change properly. I'm going to focus on his idea in this column.

Dr. Bridges said that there are two terms of change, and that there are three stages of change, which is the key point of this book. The terms "change" and "transition" are used. The word CHANGE means to change something in a location, but it is said that something changes externally, such as moving out or getting promoted (e.g., Physical change), and that the word TRANSITION is not an external but an internal, psychological meaning. (e.g., Psychological change). For an easy example, when we were promoted as an elder from a deacon in the church, we changed our position externally, so it is CHANGE. But if we become an elder, but still we haven't changed our thoughts or commitment as a deacon, it's that the real transition hasn't changed yet. In other words, it was very helpful for me to distinguish the meaning of CHANGE and TRANSITION.

Then Dr. Bridges' excellence was that there are three stages to change. It means that we need to forget the past (Ending), and go into and through the middle zone (Neutral Zone), and then we have a (new Beginning.)

But what I'm most interested in here is the second one, the Neutral Zone.

In fact, I had never thought about this step until I came across this book. For example, even when the Israel people left Egypt and to entered Canaan, it was significant that they went through this second stage, that is, the Judean wilderness. In fact, neither Moses nor the people of Israel had imagined that they would have to go through this stage, this process. People are exhausted in the wilderness. However, the leader has to do his duty anyway, and to enter Canaan. People's reactions were twofold. It's a group that wants to keep on going, and another to go back to the past, Egypt. It's kind of a dilemma to Moses.

Furthermore, it's just like turning on the radio and there's no sound, or turning on the electric switch and no light on. This is just like what people who follow and look at leaders. This is the real difficulty a leader has. This is why the will and determination of the leader are needed. The word OSCILLATION means swinging of the weight of a large clock. This is the reality that comes to the leader.

First, the leader should be aware that there are these processes and steps. If we don't admit this, we can't handle it. It's a natural reaction from people. However, there can be no major change in whether to quit here or continue. If Moses is also struggling with this problem, it is a lack of leadership qualities. In other words, there should be no [major] Oscillation. [minor] Oscillations are acceptable to everyone. This is what every leader has. The question whether to do this or not is a natural. However, if a leader is contemplating too much whether to go back to the past, or continue forward, people will immediately sense it and begin to conclude, "Our leader is shaking!"

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.

Is it teachable?

There is a saying that when selecting a leader, or even a small group leader, it should be in accordance with [F.A.T]. F-faithful; A-available; T-teachable; that is, is he faithful? Is he has time? And is he teachable? This seems a bit of an ideal, but it seems like a necessary checklist in selecting a leader.

Being faithful is the case where they work faithfully in their job, and gain trust from people around and from their boss. There is also a Bible saying that whatever you do, do as you do to the Lord. Socially speaking, it is the case of doing more than the amount of salary. Some salaried people do less, some do as much as they get it, and some do more than that, and moreover, they are people who work steadily and hard. As a result of studying successful people, there were many third cases. It means that they are sincere in small things, so they are given the big job. Of course, there are three cases among employees in our Melvin University as well. Some staff members is just waiting for time to go home, some are drinking coffees continually during working hours, and some are wandering to the other's offices here and there, etc. It must be a common phenomenon everywhere.

The second checklist is "Is he available; time for the job?" Some people are

like saying, "Let's just take it." He has no intention of not working hard. But he can't do it because he doesn't have time. However, there is an example in which an important task is taken care of, and I know the work that takes only a week is possible, but still not job done even after a year. Terrible! Isn't he supposed to postpone it? If he really doesn't have time, we can understand. Even so, there is a problem with not being able to make time at all. This is a fatal disqualification in team ministry. Anyway, I'm talking here about someone who doesn't have time at all. It is difficult to make a team leader who is always absent at meetings, that is, check "Is he available?"

The third checklist, "Is he teachable?" which means that I can paraphrase "can be corrected? Or 'can be change style? Sometimes there are people who are too stubborn naturally. Once there was a 'leadership course' in the training curriculum at Melvin University, which is a top-level course that absolutely requires important leadership and character.

It is a process of granting a certificate and it can be used over the next few decades. So our university decided to select two students from among those who completed the training, but three applied and eventually have decided to make a final decision through a personal interview.

One of them was smart. However, his decisive weakness was too strong egocentric, so he was judged ineligible as a leader that our university wanted, thus he was not selected. He wanted to be selected tremendously. He has even said "I want to do it" for dozens of times. But in the end, the university committee decided. The case of failure to the checklist, "Is he teachable?" Will it be taught?"

As you can see, three checklists are important. Maybe the first question, "Is he faithful?" contains both of the other things, but I'd like to highlight the question, "Is he supposed to be taught?" Also, we might ask ourselves, "are we qualified in these three things?"

Life Philosophy and Purpose

There is a saying that people gather after seeing the leader's "philosophy of life." But getting together and cooperating or helping is a different, which is that there must be a clear purpose.

For example, many people gather for Rev. Billy Graham. Because they heard about his life philosophy. But when they come here, what happens if they don't his purpose? They will disperse again.

Why are we together, dedicated, and sacrificed? That is because the purpose is clear.

When we gather, we gain strength. We shouldn't be alone. There are many differences between the energy we have alone, and the energy we create together. If you look at people who have done a great job in the ministry or in the other fields, so-called the cooperative energy has been transformed into a force and power. We need to bring that energy and power together.

There will always be these two things in the ministry, inside or outside the church. Is the philosophy of the life of a pastor/leader recognized by many people and well known? And when they get closer, is the purpose clear? Is it clear that the church's unique purpose, that is, the purpose God gave to it?

There is the American Institute of Auxano, a young pastor who studied from Dallas Theological Seminary, and he wrote a book called CHURCH UNIQUE (by Willis Mancini). The core of the book is that each church has a clear purpose given by God, and it must be discovered and polished to maximize it.

Setting a purpose is not a simple and not as easy as well. I think we are about setting one of the most important purposes in one's life. Anyway, no matter how good a person is, it will be difficult to have a good partner without a clear purpose. The purpose should also be to have tangible results. It is difficult for those who cooperate and help to be together forever unlimited. However, in order to be together in the long run, visible and tangible consequences are essential.

Some people expressed about purpose in this way. It's likened to a convex lens, which we've done when we were young. When the sunlight passes through the convex lens, hot heat is collected in one place and the paper burns.

The purpose is the same as the role of these convex lenses. When the purpose is clear, people join forces and commit themselves. However, if the purpose is unclear, people will disperse, as if the convex lens is removed and the heat is not collected.

The work of the Lord, and the great things must not be gathered alone, and the energy and power created together will be exerted when there is a purpose to maximize and create synergy. In other words, it is essential to have a good philosophy of life, and it is up to the leader to clarify the purpose.

Emotional and Intellectual

Joining the ministry has found two styles: Emotional & Intellectual. Emotional people get off to a quick start with a burning passion given work. A planned ministry or project must be a 'start', so these people are absolutely necessary.

In other words, a style like Peter 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. It started. After a few failures and trials and errors, it was eventually known as the Wright brothers when it comes to airplanes.

However, according to one resource, another team was planning to invent the airplane a little away from at the same time. The team consists of faculty from top universities, professional scientists, mechanical engineers, and government financial support. However, 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, which 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 the Korean church with this ministry," some first answered "yes" and served as a starting member and a cornerstone for the ministry. Today's Melvin University could be because they joined right at the beginning.

However, in the ministry, it is difficult to achieve the goal with these emotional people alone. It takes a starting team and another team to mature and finish. 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 these kinds of people and should be prepared to accept either. First people 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.

Relationship between Vision and Culture

The vision is important. And the vision starts with one person, but it's done through an organization or Institution. However, depending on the culture of such an organization or institution, that is, what culture, the vision may end easily, difficultly, or without achieving the vision.

The vision is about goals, strategies, achievements, etc., but I think 'culture' is about people. In other words, culture can be seen as something that people in the organization feel.

Then, the culture within the organization can be considered from the worst to the best. So let's assume that the worst is -5 and the best is +5. The worst culture, -5, is a sign of ruin, the best culture, and I think it is hopeful that +5 is going well. According to one study, there are five cultures in any organization: negatively, [2%] are always against; [25%] are discouraged and victimized but have no power to change the mood; [50%] is stagnant, but can be improved by one's own efforts; and positively, [22%] is productive, and finally, only [2%] impresses others, shares energy, and creatively solves seemingly impossible things.

[Bad culture] is the current internally bad culture due to distrust, competition, and conflict, and it can be seen as the first two above. The other is a culture that checks people coming in from outside and is difficult to accept. New employees, new members, are different from the above. "We already have our own culture, so adjust it down or leave." In other words, they do not want to break their own vested interests that already exist.

[Good culture] is seen as understanding, acceptance, and trust, which will be the second half of the above. Acceptance is the recognition and acceptance of diversity. It's as if the choir makes four different sounds, but they do it together to form a harmony!

Anyway, the role of a leader is important in determining the culture within the organization, so we have to think of it a lot. This is serious because leaders often ruin culture. I remember reading the *"Leaders Eat Last"* book a long time ago, and I think the title itself is meaningful. If a leader always tries to eat first at any time, the culture of the organization will have obvious consequences.

Culture is first felt in the mind, but when it begins to be expressed in words, a negative atmosphere is created, and eventually negative things come to the surface, and the problem begins. In this case, the culture of the organization may eventually raise doubts about the vision it had in the first place, and further distrust of leadership. Only distrust, hurt, discouragement, and regret remain.

In the end, depending on what culture it is, it is determined whether it will be effective or destructive in the reality of the vision. Whatever ministry, financial support is a large part, but it is often seen that the culture of the members and their organizations who perform the ministry occupies a greater proportion than money, or money itself.

Diversity Required

Recently, I read the English book, "*A Peacock in the Land of Penguins*," that is about the difficulties of entering an existing organization, and finally the peacock left it. It seems to show the conflict between peacocks and penguins and the difficulty of adapting to new places and new organizations.

But I'm going to share with you some interesting things in the appendix of the book. The appendix presents 13 options, which are described as [strategy]. I think you can make a choice according to your own talents. In other words, there are several options for whether to stay or leave such an organization, or ministry, and you have to choose.

If you stay, it is suggested that you have the following options. Of course, it is true that any choice has its advantages/disadvantages.

BLUE BIRD STRATEGY: Always looking cheerful in difficult situations. It is a positive person in any situation.

MOCKING BIRD STRATEGY: To imitate what people around you do. It is a person who is easy to assimilate into the organization and adapts well.

SPARROW STRATEGY: Staying neutral and creating your own brand behind the scenes. No one recognizes you by not showing off publicly. It's a good case for long-term work.

HUMMINGBIRD STRATEGY: To move fast and be efficient; to have immediate consequences.

CANARY STRATEGY: It looks colorful and attractive. They are always at the

center, attractive and entertaining.

SWAN STRATEGY To earn respect with dignity by doing his job. It's that he always look confident.

VULTURE STRATEGY Showing off its own differences. It's about doing things that other people don't want to do.

OWL STRATEGY Being professional in a field. It is considered valuable and important.

HAWK STRATEGY, becomes a valuable person because he is good at building skills and strategies in new ministry.

DOVE STRATEGY, a peacemaker we know well, a mediator, a problem solver. This is an important role because there are bound to be conflicts and problems regardless of the organization.

EAGLE STRATEGY is playing a leadership role in bringing about changes to improve. It is a case of sacrificing oneself for a greater good.

PEACOCK STRATEGY: Bringing positive results with an excellent talent. But people around you may feel uncomfortable about this.

OSTRICH STRATEGY is a style that always hides something. It's good for the time being, but bad for the long term.

As you can see, there are various characteristics and it is clearly beneficial to any organization or ministry.

However, the other is the view of welcoming new members in terms of existing members. In the book above, it was true that the older penguins were uncomfortable with the new peacock's various things. Even if the feathers were too different, the philosophy of life was too different.

It is necessary for new people to come in regardless of the organization.

Whether it's a church, an Institute, or a school, the same people gather to start, but over time, new members come in. You'd better take it as an opportunity.

Some of the 13 above are unfamiliar to me, but we at Melvin University also need such characters, employees, and professors. I think that's the only way to develop. Regardless of which organization it is, the existing members' ideas and strategies become mediocre after a few years. It is difficult to come up with a new strategy from the old member. After five to six years, it's all gone.

New wine in the new wineskin? Just as new wine is added to the new wineskin, I think it is necessary to have an open attitude for new people to come in and leadership to maximize their capabilities so that not only themselves but also their organization can benefit.

Small things have a big impact

It is said to have happened to Sameera in Toronto a long time ago. Her parents, who visited her house, boarded a plane back home, and on the way, her mother died of a heart attack. Two days later, there was a funeral, and there were so many people she didn't know that she asked her father and brothers who were who. But there was an old lady sitting there who no one knew. So Sameera went to the person in her late 50s and asked her, saying hello.

"I'm the only child in this family, and I've known everyone else through my father and brothers, and everyone says they don't know about you, do you know my mother?"

The lady thought for a moment and answered. "I'm sorry to say this, but I didn't know your mother." Then Sameera talk to her, "I don't understand. Then why are you here?"

"Maybe it's going to be a long story," she said slowly. "About five years ago,

I had a very difficult time. I was so exhausted that I decided to kill myself. And that day, I got on the bus, and a woman sitting right next to me was reading a book, absorbed in it. When I got halfway to my destination, she put the book on her lap and talked to me. 'I think you want to talk to someone?'"

"So while I was on the bus, I had a lot of confidence in her and talked to her. By the way, the darkness disappeared, and there seemed to be bright light in my mind. And when I got home, I decided not to kill myself."

"We were so into talking that day that we couldn't even ask our names. But I saw her picture in the newspaper with the news that she passed away two days ago. I didn't know it was your mother. I didn't even know her name. But she saved my life five years ago through a 20-minute conversation on the bus. I found out that he had passed away. So I came here to thank her family."

There's another example

A man was walking on a Mexican beach at sunset. As he walked, he saw far away that a man kept bending over and picking something up and throwing it into the water. He continued to do so, so as he approached, he noticed that the man was throwing a starfish washed ashore into the water one at a time. This guy feels a little weird, and he approaches him and says, "What are you doing?" asked curiously.

"Yes, I'm throwing these starfish back into the sea." "It's low tide and all the starfish are washed ashore. If we don't send it back to sea, they'll die from lack of oxygen."

"Yes, I understand, but there seem to be thousands of starfish on this beach, and it seems impossible to send them all back to sea. Aren't you overdoing it?"

Then he smiled, bent down again and picked up another starfish, and as he threw it back into the sea, he replied, "That starfish I'm sending again will live anyway."

As shown in the above two examples, making a difference! is a precious thing.

It is true that Sameera's mother did something important as she rode the usual bus. She must have felt compelled to do something when she saw the needs of others. She may be absorbed in her work while reading books or reading hard. But she had the idea of "I should do something."

Of course, everything may not be this meaningful thing. But on the other hand, it can be meaningful and valuable.

In fact, big changes happen through groups of many people. But most of it starts [through one person]. There is no denying that it begins with the thought, decision, and responsibility of one person, like Sameera's mother, and a man on the coast of Mexico.

The key is who will do this? The simple answer is that "the first person to see" does. The person who sees, feels, and becomes responsible does. Who knows if treating others well, even if it is trivial, will have great consequences!

The Bigger the Goal, the Better

Some people are more interested in bigger projects, bigger missions. I think there are two ministries in the world: big and small. Both are equally important. For example, in my case, [Institute and University]. The Institute began in 1999. The University began in 2021. Through the past 15 years of Institute ministry, I have met many people and have grown enough personally. However, when I founded the University, I met people at a different level, and I grew up to a different level from the Institute.

Those who were less interested in the Institute's ministry and operation were more interested in making and running the university. Why? Maybe they think the university ministry is higher than the Institute ministry. Of course, it is true, and they were proud while working at the Institute. What needs to

be considered is why big tasks are more challenges than small ones. That is because it is definitely for ourselves. Once we have a goal bigger than our current capabilities, we are challenged more, so the bigger goal is much better for our personal growth.

There are some of the most difficult jobs in the world: the first is to make a country; the second is to establish a university; the third is to establish a hospital. In other words, I challenged the second difficult task. Even now, it is not completely finished yet. Because it has only been a year since it opened, so there are still difficulties in the stage of laying the foundation.

There is a saying that our perspective should be globally, but the real work should be done locally to suit the region. I think it's the same expression to have a big dream. Rev. Melvin, the founder of the LPMI USA, also said SIB/KIS, which means "See It Big," and "Keep It Simple," in the same concept.

Why should we set a big goal anyway? There may be many reasons, but I think it should be done for our personal growth. Everyone wants to grow and develop. When does this happen! It's time to do something hard and difficult.

I think it's different between to live a difficult life and to try a difficult ministry. I'm talking about the latter. I think it is necessary to experience going up to the critical point. I think God also helps us when we reach the critical point. Forty years of Israeli life in the wilderness also means to go up to the critical point. Only then they can properly recognize God and taste human limitations.

The perfect one or the right direction?

Rev. Melvin once talked about this, but in fact, we humans cannot be complete. But he had said that if we're going in the right direction, that's fine.

We tend to be "perfect" to do something. Of course we can do it perfectly,

and it could be the best. But I don't think we should think too much about that.

And if we focus on perfection, we may not be able to achieve it, just as we would like to have a perfect speaking in English. Most of the time we learn spoken English, and we have that experience.

I had a friend who majored in English in the seminary, and he always tried to perfect English grammar. So whenever he talks to Americans, he only think about becoming a perfect grammar. It's kind of funny, but the American who stood in front of him ran away without waiting while he was thinking too much about grammar. Do you think it's an exaggeration? It's true.

Once we try to do something, we just think we have to do it perfectly, if so we can't move forward. That's why it seems unwise to focus on the idea of "doing it perfectly." Because of the limitation of human beings, it cannot be done perfectly at once. When we look at books about leadership, most of them don't talk about perfection in trying something, but they often say, "Just try a lot of things, choose what works out." This is not 100% correct, but it makes some sense.

To start must be decided by the personally. In this case, with the exception of two or three key members, almost all are skeptical or opposed. In my case it was. People around me were almost skeptical when I started the university in Kenya. Opposition, but expression was skeptical and pessimistic. If I have hesitated at the time, the work could not have been accomplished at all,

We'd better get started. This is because we have to start to proceed. After we started, we couldn't stop it. It became an unstoppable situation. And once we started, we felt the urge to keep going, and we kept going. In fact, not only myself, but also people around me now encouraged me to continue the project. In doing so, an unstoppable amount of energy was applied. The so-called momentum has gained.

And I found that there was no need to worry too much about the speed of progress. There are short and long distances in running races, too! Sometimes like a sprinter, sometimes like a marathoner, or sometimes a little slow. However, it is important to proceed.

In the end, how important is it to get started rather than to get fully prepared! And if we keep going in that direction, we'll get there, even if we go a little slower. That is how our Melvin University was completed. This is because the direction was correct, not the pursuit of perfection.

Big fish in the small pond

I often talk about "big fish in the small pond" when I meet with our university staff, especially the vice president and the head of the faculty. It is expressed as a joke in the case of a new professor at school or a large church pastor who participates in the school management. It doesn't mean there's a problem with such people coming into school. The key is how to deal with it from the school's point of view.

In any organization, in any ministry, there are competent people. They might always think, "Should I stay here longer?" Therefore, rather than expanding their organization or ministry, they always check whether they can grow or not in here, or they can leave at any time. Because they are big fish, so it is inconvenient for them to stay in a small pond. There are two options for us as leaders at this time: let them leave freely, or grow our organization and make it bigger. Certainly the latter is a wiser choice, and I think it's entirely up to us, the top leaders.

In the case of our Institute, there have been several such moments. In the beginning stage, the fish were small, and the pond was small as well, so there was no problem at all. But a few years later, exactly two years later after begun the Institute, big fish slowly came into our pond. So definitely with their help, our pond was slowly upgraded and became an increasingly large pond, and eventually expanded internationally, so the big fish in our pond were satisfied. I think they are determined not to leave our Institute.

Because they think they can grow in our pond. And the pond got bigger and bigger. It became like a big river, and later like the ocean.

But something happened. This is the third step. Small fish, and those who first started the Institute, could not survive in the present large pond. They seem to be depressed, thinking about leaving on their own, "I don't have to stay here, in this big pond anymore." It was sad, but was true. So some left and some remained. The remained were not key members as they used to be, and eventually they remained behind the scene.

As a top leader, I often find it difficult to keep both big and small fish in one pond. It is now a realistic job because there are two classes of people at Melvin University today. I think it is my job to continue to improve the school so that the big people can be satisfied, and also to make the early members to get proud and not feel bad.

I think there are readers who disagree with the above bad habits. However, it is considered to be a reminder and a warning to us. Some of these were thought to be true of myself. It is believed that it makes sense enough to say that it is not directly related to ourselves, but personally those flaws are acceptable because it is what successful CEOs in the world have in common.

note)

The above 20 quotes are from the following books:

What Got You Here Won't Get You There

(How successful people become even more successful)

by Marshall Goldsmith, (© copyright, June 12, 2008)

From the subtitle, "The Twenty Habits That Hold Us Back from the Top" (pp.44-49)

Never give up

West Point, a military academy in New York, U.S., goes through a difficult four-year process. More than 14,000 youngsters apply for there at their second year of high school across the U.S. Then 4,000 of them pass document's test; 2,500 through the process of another test, and then finally 1,200 final pass through further tests. However, about 200 to 300 people were dropped on the way, so only about 1,000 people attended the final

graduation ceremony.

However, these two to three hundred dropouts were admitted and almost gave up within seven weeks of their first summer training (called BEAST). After two years of admission processed, they give up in the first two months. It gives the most difficult training for the first two months of the summer, and it is the process of changing from a cadet to a soldier.

I think it is intended to completely changed their lifestyle in society previous. Anyway, the curriculum has been organized to change from cadets to soldiers, so strong training runs from 5 a.m. to 10 p.m. Furthermore, there are no weekends, no breaks except for mealtime, and they can't meet their family and friends outside the West Point. That's why hundreds of them give up and dropped out because they are train strong even in the hot summer weather.

However, there were studied of cadets who are dropped. Why are they giving up? By the way, most of what was found was the same; namely that they had highly high school scores, leadership experiences, and physical strength as well. In order to enter the U.S. Military Academy, the level of school performance and others should be the highest because coming into Military Academy must be met entering to the same level of universities in Ivy League.

So what is the difference between those who succeeded with seven weeks and those who are dropped? That is, there is a difference in their endurance (Perseverance, Grit*, fighting spirit). Rather than winning because it's skill, talent, and genius, but it's been discovered through years of research that was perseverance.

Most successful people were not excel in IQ, intelligent, and gifted. It was usually people who worked hard in one field. Perhaps, as Stanford psychology professor Dr. Carol said, it seems similar to the discovery that students who feel a little lacking have endurance and continue to work hard to reach the top.

Personally, I thought: People who think they have everything, 100% IQ and 100% talent, don't have to struggle anymore, so there's no room for effort. Isn't it 100% done?

But let's say that there are only 60 percents of people who feel that something is lacking. Those people are trying, and trying to fill 100%, so maybe they are in perseverance and fighting spirit to keep going, and not only to reach 100%, but they can proceed to 120%, 130%. In other words, it seems to be a matter of direction, not a matter of the destination. There are many great people in the world, but I think the best of them are the latter! The best people in the world are those who have gone beyond 100 percent to 150 percent, and 200 percent further.

In other words, it is not a matter of IQ, talent, but people who are satisfied with dissatisfaction. After achieving something, people are not satisfied with it and are dissatisfied with pursuing a higher level, and like the confession of Apostle Paul in the Bible, "Brothers and sisters, I do not consider myself yet to have taken hold of it. But one thing I do: Forgetting what is behind and straining toward what is ahead, I press on...."

The U.S. Military Academy aims to develop various aspects, it is said to provide mental, physical, military spirit, and social training. However, as they passed the difficult training process, they discovered their weakness, which they wouldn't unbearable. Perhaps they think of a lack of self-esteem. Therefore, they are often dropped out without endurance. Who would pass four years of such a hard process and go to the graduation? Moreover, even the cadets who passed the whole of the military academy's self-test were dropped. They must be fully equipped cadets. Nevertheless, those who eventually go through all the way were the ones who don't give up.

This isn't just a story in the military, though. It is applied to various jobs, businesses, pastors, students, etc. Analyzing successful people, it comes down to two things: one is passion, the other is perseverance. The passion is not cooling down, and perseverance is overcoming difficult problems. If these two are essential to success, is it absurd? Passion is necessary at the beginning,

and perseverance is necessary to continue and develop further.

Note)

* Grit is expressed in the Cambridge Dictionary as "grit your teeth".

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Books (trans., written, edited)

01. Can the Pastor do it alone? 02. Lay Driven Church. 03. Maximize Your Ministry. 04. Partners In Ministry. 05. Mobilization church volunteers. 06. Reopening the back door. 07. Concept & Theology of Lay Pastors Ministry. 08. The Equipping Church. 09. Practice of Lay Pastors Ministry .10. Me to Us. 11. Church Unique. 12. Pastoral Care. 13. Creative life. 14. The witness of Preaching. 15. Preaching and Imagination. 16. Preaching Practice. 17. Managing Change. 18. Good to Great. 19. Church Growth with PACE. 20. To equip the saints. 21. Built to Last. 22. In search of Excellence. 23. Theology of Lay Pastors Ministry (Ph.D. Dissertation)

Manuals

1. Participant's Manual. 2. Supporting Paper. 3. Leader's Manual. 4. Start-up Manual

Re-equippings

1. Who we are. 2. What we are doing. 3. Where we are headed

Nurturing Resources

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