

PERSONAL LEADERSHIP DEVELOPMENT

BY

PAUL CLARK

OZARK, MISSOURI

MAY 2007

CONTENTS

INTRODUCTION	1
Part	
1. LEADERSHIP AWARENESS.....	3
Self-Leadership	
Discovering Self-Awareness	
2. LEADERSHIP STRENGTHS AND SKILLS.....	15
Biographical Backdrop	
Ministry Overview	
Perceived Strengths	
Leadership Style	
3. SELF-DEVELOPMENT	21
Weaknesses and Challenges	
Personal Retreat Reflections	
Present Leadership Influence and Effects	
4. VISION AND VALUES.....	31
Personal Vision Statement	
Personal Values Statement	
Personal Three Month Plan	
CONCLUSION.....	36
SOURCES CONSULTED.....	38

INTRODUCTION

Today we embark on a short journey in order to help each one of us better understand who we are as men and women in relation to the leadership call. Whether we are a pastor, a mother or father, a home group leader, or a Sunday school teacher, it is God's desire for us to grow in leadership effectiveness. During the next few hours we will be looking at various areas of our lives where we can take forward steps, leading to personal and spiritual renewal in our lives and ministries. I do not want to disappoint you, but we will not be going through a superficial and quick five or ten step program toward effective leadership; we will rather look at personal and heart issues, affecting the very core of our being.

During this seminar I will mostly speak in the "we" form, since everything I have to share will affect us all. From time to time I will utilize the "I" form, as my personal story is being shared. It is intended that many of you will be able to more personally relate to a life situation that might be similar to your own. The journey we will take is not without hazards and detours. As Reggie McNeal explicitly states in his book, *A Work of Heart: Understanding How God Shapes Spiritual Leaders*, we will only become more holistic in our life and ministry as we reflect upon where we have come from.

The difference between healthy and unhealthy leaders often rests in the leader's willingness or unwillingness to explore these early heart lessons. Doing so yields insights that can free the leader through self-understanding. Failure to do so keeps the leader chained to the past and tormented by mysterious forces that are not understood. The damage is not confined to the leader alone. Those in the leader's constellation suffer from the unlocked and unlearned lessons of the leader's heart.¹

¹Reggie McNeal, *A Work of Heart: Understanding How God Shapes Spiritual Leaders* (San Francisco: Jossey-Bass, 2000), 117-118.

I encourage you to make notes as we go along, as this will facilitate good discussion in the small group meeting at the end of each session. The group leader will ask questions pertaining to your life and ministry in reference to the previous session. What happens in the small group is probably just as important as what is discussed in the class session. Let us begin our journey of personal discovery with the confidence and knowledge that we are created in God's image and loved by Him with an everlasting love.

PART 1
LEADERSHIP AWARENESS

Self-Leadership

Spiritual leaders, who have a sincere desire to effectively do God's bidding in their lives and through their ministry, need to discover how to lead themselves as they lead others. In recent years, a growing awareness is placed on self-leadership under the general subject heading of leadership development. Kathryn Deiss's summary of self-leadership is helpful for the discussion at hand.

To lead others one has first to lead oneself. In describing leadership as a "process of influencing others," author Charles Manz indicates that self-leadership can be seen as a process of "influencing ourselves." This influencing behavior, in my view, can be described as a learning behavior and is the very heart of leadership development.²

Deiss goes on to assert that some individuals indeed are born with strong leadership characteristics, but most aspects of leadership will be learned as we go along. Discovering our behavior patterns and characteristics, and then proactively influencing them, is the essence of self-leadership.

The will to develop our leadership from within, through a process of self-discovery and learning, creates the most powerful and lasting changes.³

²Kathryn J. Deiss, "Leadership and Learning." *Association of College and Research Libraries* Web site, available from <http://www.ala.org/ala/acrl/acrlpubs/crlnews/backissues1999/march4/personalbest.htm>; accessed 31 March 2007.

³Ibid.

As a spiritual leader and a ruling sovereign, David's prayer in Psalms chapter 51 is an excellent example of how we can lead ourselves, dealing with our sinful nature resulting from our human earthly existence.

Hide your face from my sins and blot out all my iniquity. Create in me a pure heart, O God, and renew a steadfast spirit within me. Do not cast me from your presence or take your Holy Spirit from me. Restore to me the joy of your salvation and grant me a willing spirit, to sustain me. (Ps. 51:9-12)⁴

David's heart-wrenching prayer for renewal from the "inside out" is a point of reference to which all spiritual leaders must return to. Genuine renewal should not only occur every few years, but it should become an integral part of our ongoing journey with the living God. As we continue to walk in His presence, we will become more keenly aware of areas in our life and leadership pursuits that need attention, making the way free for sustained personal growth. There are always areas of our life in need of retooling and refining, which, when addressed, will lead to greater effectiveness in our leadership responsibilities. It is thought-provoking to realize how James Kouzes and Barry Posner's book *A Leader's Legacy* can aid us in understanding the dynamics of what goes on inside the leader.

The quest for leadership, therefore, is first an inner quest to discover who you are, and it's through this process of self-examination that you find the awareness needed to lead. The mastery of the art of leadership comes with the mastery of the self, and so developing leadership is a process of developing self.⁵

For the Christian, self-mastery can never occur outside of the divine work of our Creator, who has made us to accomplish good works in Christ Jesus. (Eph. 2:10) Growth in holiness is evidenced by the bearing of more fruit(s) of the Holy Spirit, accompanying the spiritual leader in the process of self-leadership. The spiritual leader is responsible before God to pursue the

⁴All Scripture quotations, unless otherwise noted, are from the New International Version

⁵James A Kouzes and Barry Z. Posner, *A Leader's Legacy* (San Francisco: Jossey-Bass, 2006), 94.

necessary disciplines, which will include intense self-examination, as he or she truly seeks to do the will of the Lord.

Kouzes and Posner remind us that,

Leadership begins with something that grabs hold of us and won't let go. And this "something" will only be found when we are willing to take a journey through our inner territory—a journey that often requires opening doors that are shut, walking in dark spaces that are frightening, and touching the flame that burns. But at the end is truth.⁶

We continue to grow in our leadership pursuits as we discover what God is doing in the most inner parts of our hearts. Through the emotions we experience, whether positive or negative, we can put our ear to the ground and discern what needs to change in our life, as well as what pursuits should continue. Leaders cannot take their people any further in their spiritual journeys than they have already gone themselves.⁷

If leaders spend adequate time communicating with God, the people they encounter that day will notice the difference. When pastors preach sermons, their people can soon tell whether or not they are speaking out of the overflow of their relationship with God or whether they are merely preaching a sermon.⁸

God forbid that we merely preach sermons. Our lives should be an open book for all to read, even more so when we are not standing before the congregation on Sunday morning.

In Paul Donders' observation, the people we lead, including parishioners, are only influenced about ten percent by what we say or the stories we tell. In reality, people are influenced thirty percent by what we do. This means we have to walk the walk, and not just talk the talk. Interestingly enough, sixty percent of all people are influenced by who we are.

⁶Ibid, 95-96.

⁷Henry Blackaby and Richard Blackaby, *Moving people on to God's Agenda* (Nashville: Broadman and Holman Publishers, 2001), 128.

⁸Ibid, 158.

Followers look at the whole package, which goes much deeper than many leaders find comfortable. Donders then goes on to say that the leader's very person and being determines the genetic code of a family, company, or a church.⁹ Here we see the importance of truly understanding the matters of the heart which under gird the foundation of our leadership skills. In other words, if I am going to lead or coach myself, it will come down to matters of the heart.

McNeal splendidly describes six key areas in our life where God desires to reveal Himself to us.

The leader's life story is informed by six major snapshots that God develops throughout the leader's life. They are *culture, call, community, communion, conflict*, and the *commonplace*. No single one of these explains the leader's heart development, nor do they stand alone.¹⁰

These six areas of our life will be the space where we need to learn and grow (if we so desire) in our relationship to God, to naturally strengthen our leadership efforts. McNeal makes a valid assessment of how leaders can grow.

Our tendency, looking back at the lives of great leaders, is to believe that greatness showed up in the big moment, just in the nick of time. It did. But it did not show up without foundation work being done. Through the commonplace, every day experiences and how the leader responds to them, the piers of spiritual character are sunk and poured. This foundation determines the kind of ministry superstructure that the leader can build.¹¹

To shore up the foundation of leadership, we must take the notion self-leadership seriously. One of the most important aspects of building a sound leadership foundation is to understand who we truly are as individuals. This leads us to the often overlooked area of self-awareness.

⁹Paul Donders, *Authentische Führung: Leiterschaft in Balance* (Aslar, Germany: Gerth Medien, 2006), 21.

¹⁰McNeal, 71.

¹¹Ibid, 176.

Discovering Self-awareness

In 1750 Benjamin Franklin wrote his famous book *Poor Richard's Almanac*, in which he made an observation that is still relevant today, "There are three things that are extremely hard: steel, a diamond, and to know one's self." Self-awareness has not become any easier in the internet age than during Colonial America according to the 2004 research results of David Dunning, Chip Heath, and Jerry Suls.¹²

The work world is full of overconfidence and flawed self-knowledge as well. Employees underestimate how long they will take to complete tasks. And CEOs and entrepreneurs are famously (sometimes disastrously) overconfident in making business decisions, particular when venturing into unfamiliar territory such as a business startup or an acquisition — a problem the authors called "the problem of the new." Although a degree of self-deception may be just part of human nature, individuals aren't completely to blame for their lack of accurate self-knowledge, according to Dunning. There are social and institutional barriers to self-knowledge, such as the difficulty of giving honest critical feedback in workplace settings, as well as to the simple fact that people don't have access to the full range of human competence and skill against which to evaluate their own. Also, in many areas, what people are striving for — excellence — is ill-defined.¹³

Being called of God to ministry, spiritual leaders are men and women who should truly be aware of their being, which according to Donders is probably more important to grasp than just understanding our work or how we communicate. In John's 1st Epistle believers of all ages are called to a life of outward and inward transparency.

This is the message we have heard from him and declare to you: God is light; in him there is no darkness at all. If we claim to have fellowship with him yet walk in the darkness, we lie and do not live by the truth. But if we walk in the light, as he is in the light, we have fellowship with one another, and the blood of Jesus, his Son, purifies us from all sin. (1 John 1:9)

¹²David Dunning, Chip Heath, and Jerry Suls, "Know Thyself: Easier Said Than Done," *Association for Psychological Science* Web site; available from <http://www.psychologicalscience.org/media/releases/2005/pr051028.cfm>; accessed 10 April 2007.

¹³Ibid.

Deiss takes us one step further, suggesting that self-awareness is at the very core of self-leadership.

Self-awareness—of values, intentions, strengths and weaknesses—is the basis of internal leadership. A commitment to self-awareness signals a willingness to be in a state of unknowing— where one doesn't actually have all the answers, where one is a learner in the deepest sense of the word. We must welcome a state of unknowing in ourselves to become great, or even good, leaders.¹⁴

Is this not in line with the teachings of Jesus, which implore us to become like children before we can enter the Kingdom? Adults seem to always have the answers, while children are asking questions with an uninhibited wonder and amazement, which grandparents especially find pleasant and refreshing. Is it not obtrusive when we have dealings with individuals or family members, who always have the answers and play the part of the proverbial “know it all”? Disciples are always learners who are not only studying theology and spiritual disciplines, but are attempting to break through the diamond hardness of self-awareness. Our spiritual journey is a wonder to behold, and it is often filled with dimensions to be discovered where there is no quick easy three-step-solution. One of the keys to effective leadership is asking the right questions. Effective leaders at the top of their game know what is going on in their organizations because of the questions they are asking. In developing a healthy self-awareness, we have to ask questions about ourselves to truly understand who we are. Too many Christian leaders are living in a state of denial, as they ignore the penetrating questions that they or others need to ask about their life and ministry. Mark Freeman writes that by practicing self-observation, leader will set the stage for continual personal growth.

¹⁴Deiss.

The foundation for personal change lies in developing awareness into our behavior and its causes. It is important to determine when, why and under what conditions we use certain behaviors.¹⁵

Healthy self-awareness helps the leader to truly know who he or she is as a person. Knowing who we are and what needs to change in our lives, puts us in a better position for spiritual growth. Ben Campbell and Andrew Dreitcer remind us that spiritual leaders need to think about the people they are ministering to, who are also on journey with Christ—and that includes us as well. “Without some guideposts along the way--you can easily become confused about your own journey as well as about how to help others in theirs.”¹⁶

Leadership skills flow out of who we are as a person: our values, talents, styles, and self – image. “The more aware you are of yourself in these respects, the more agile your behavior and the more effective your decisions will be.” (King 71) Robert Lee and Sara King go on to summarize:

Authentic leadership also requires awareness of your own developmental needs and areas in need of change. Owning up to these development areas allows you to be more conscious of when things might not go well and how you can seek help from others. People who lack self-awareness are apt to make poor decisions that tread on buried values and thereby bring on inner turmoil.¹⁷

In the past, as well as today, many Christians have not owned up to their weakness, as this would signify to them and others a lack of spirituality. Our Pentecostal tradition has somewhat tainted the true picture of what the ideal Christian might look like in that. Someone

¹⁵Mark Freeman, “Personal strategies can lead to self-leadership,” *Birmingham Business Journal* Web site; available from <http://www.bizjournals.com/birmingham/stories/2004/10/11/focus2.html?page=1>; accessed 25 March 2007.

¹⁶Ben Campbell Johnson and Andrew Dreitcer, *Beyond the Ordinary: Spirituality for Church Leaders* (Grand Rapids, Mich.: Wm. B. Eerdmans Publishing, 2001), 94.

¹⁷Robert J. Lee and Sara N. King, *Discovering the Leader in You: A Guide to Realizing Your Personal Leadership Potential* (San Francisco: Jossey-Bass, 2000), 71 and 73.

who is baptized and filled with the Holy Spirit can do all things, and personal weakness and emotional challenges somehow cannot be part of the overcoming life. This type of mind-set has caused many Pentecostals to live in a state of oblivion, in that they pretend they are always doing fine, even though below the surface in their innermost being an emotional storm is raging.

Richard Dobbins, who has counseled ministers for many years, is very much aware of the emotional issues faced by those in spiritual leadership. Being able to look at ourselves in a healthy way will only strengthen our ministry pursuits.

Even seen through the healthiest eyes, the challenges of the ministry can be formidable. But none of us sees life like it **really is**. Each person sees life as it appears to him or her. Taking a close look at ourselves can be anxiety provoking. It takes courage and honesty before God to engage in this kind of self-examination. However, Paul assures us that if we judge ourselves we will not be judged (1 Corinthians 11:28). He also stresses the importance of using the experiences of our adult lives to correct the views of life we held as children (1 Corinthians 13:11).¹⁸

God knows our inner make-up as no one else, and He will teach us as we honestly open our hearts before Him. Dobbins stresses that many ministers have a distorted self-image which can lead, if unchecked, to difficulties in their family life, as well as in their place of ministry.

In getting acquainted with ourselves, the first thing God says to each of us is not to think of ourselves more highly than we ought (Romans 12:3). He wants us to have a realistic view of ourselves. God does not want us to look down on ourselves or exaggerate our weaknesses. However, He does want us to honestly acknowledge areas where we need to grow.¹⁹

With this backdrop in mind, Dobbins goes on to point out how much God truly values us. God wants us to understand beyond a shadow of a doubt that we are the objects of His never-ending love. Knowing how God truly views His creation, makes it easier for us to be self-aware,

¹⁸Richard Dobbins, "Intimacy with Self: The Lens through which we look at Life and Ministry," *Enrichment Journal* Web site, available from http://enrichmentjournal.ag.org/200403/200403_042intimacywithself.cfm; accessed 9 April 2007.

¹⁹Ibid.

even as we look at our faults and weaknesses. The Psalmist beautifully reminds us of our secured position in the presence of the Lord.

O LORD, you have searched me and you know me. You know when I sit and when I rise; you perceive my thoughts from afar. You discern my going out and my lying down; you are familiar with all my ways. Before a word is on my tongue you know it completely, O LORD. You hem me in—behind and before; you have laid your hand upon me. For you created my inmost being; you knit me together in my mother's womb. I praise you because I am fearfully and wonderfully made; your works are wonderful, I know that full well. (Ps. 139: 1-5 & 13-14)

God wants us to be comfortable with ourselves and others. As we more fully grasp our position in Him and allow His word to touch our heart, we will enjoy even more serving in the ministry.

A key realization for every leader, as he or she becomes more self-aware, is that leadership is more about others than about ourselves. There is nothing I can do without others, as I lead; I am only one part of the team. Kouzes and Posner have very adequately stated:

There are few things in life that we can claim to have accomplished without the help of others. In leadership nothing that we achieve is singular. Nothing. It doesn't matter whether you are the CEO or the shift supervisor, the executive director, the volunteer coordinator, the principal or the team captain; you never, ever do it alone. A leader's legacy is really the legacy of many. Leaders make unique contributions, but others play significant parts. Showing appreciation ensures that everyone will realize that they aren't being taken for granted, that they aren't an assumption, and that they aren't ignored.²⁰

True humility is a matter of the heart that will prevent the leader from experiencing much heartache. Being on an ego trip is repelling to others and rebellious in the sight of God.

When **pride** comes, then comes disgrace, but with humility comes wisdom. (Prov. 11:2)
Pride only breeds quarrels, but wisdom is found in those who take advice. (Prov. 13:10)
Pride goes before destruction, a haughty spirit before a fall. (Prov. 16:18)

Over the years I have become more self-aware that my relationship with God is not just contingent upon the length or intensity of my personal devotion-prayer time. The best-selling book written over 15 years ago by Larry Lea, *Could You Not Tarry With Me One Hour?*, gave

²⁰Kouzes, 45.

attention to many truths about prayer, but like so many other teachings led the church down the path of legalism. For Lea, true spirituality meant to pray at least one hour each day. Too many Christians have determined that true spiritual maturity is dependent upon quantitative measures of time, doing certain activities like prayer or Bible reading. I have become convinced that my walk with the Lord is dependent on constant communion with him. The “one hour to tarry” works theology is too little and lacks the depth of true communion with our maker.

Telling leaders they should spend time with God hardly accomplishes the desired results. Approaching communion from a sense of guilt or shoulds has the same lasting motivation as being told to clean up your room. Our marriages usually succeed because we develop a satisfying relationship, not because the wedding vows are posted on the refrigerator door. Communion is about relationship, not about fulfilling obligations.²¹

Earl Creps in his excellent work *Off-Road Disciplines: Spiritual Adventures of Missional Leaders*, rightfully takes issue with so many Christian teachers who oversimplify matters by stating that in their opinion the level of success in ministry and spiritual growth is proportionate to the quantitative time frames sacrificed in prayer and reading the Bible. For Creps these two so-called pillars of genuine spirituality present many problems.

Scarcity: despite their benefits, they are not practiced enough.

Practicality: these two disciplines tend to operate in isolation from real life, serving as the ‘national anthem’ before the ball game that starts whenever we go to work.

Performance: they cannot be correlated to ministry “success” in any consistent way; in other words, unspiritual people accomplish a lot while more spiritual people labor in obscurity.

Character: to speak for myself, I’ve met too many bad people who pray and read their Bibles rigorously and are unchanged by their efforts.

Mission: churches are filled with people who are committed to prayer and Scripture but either have no concern for mission or actively resist the changes that it requires.²²

²¹McNeal, 139-140.

²²Earl Creps, *Off-Road Disciplines: Spiritual Adventures of Missional Leader* (San Francisco: Jossey-Bass/Leadership Network, 2006), xv.

No one should misinterpret what I am saying. Indeed, time spent alone with God in prayer and in the study of the Scriptures sustains and strengthens us spiritually. We must remember that these times quantitatively represent such a small portion of our everyday routine. Growing older, I have come to realize that in my daily routine is where I want to more naturally, without pressure or strain, interact and fellowship with my heavenly Father. McNeal lists four helpful habits for us as leaders to be engaged in, which will make our daily routines a “heart-shaping friendly” environment.

- Look for God in everything that happens
- Keep learning
- Say yes to him
- Stay grateful²³

In my own life the habit of gratitude mentioned by McNeal is greatly lacking. In the ministry we are constantly dealing with much that is out of sync, which takes the joy of the Lord away from us. More often than not I find the glass to be less than half filled.

Gratitude focuses leaders on what they have rather than on what is missing. Gratitude taps in the eternal. The leader who practices gratitude gets a head start on heaven, because gratitude gives birth to praise, and giving praise is what we ultimately are designed to do. A grateful leader has a heart of joy that is practically unassailable by bad circumstances. This kind of leader proves particularly powerful. Not drawing on this world for strength, the leader’s gaze is fixed on the horizon of hope.²⁴

Looking more intentionally for the Lord in the routine of daily living, I will discover His presence. The warm conversation I have at the coffee shop with the waitress who is raising her young daughter alone, can be gratifying. Having spoken on the phone with a family member, who seems so far from God, causes me to pray for him. Communion with God outside of our

²³McNeal, 179.

²⁴Ibid, 186.

devotional time provides numerous opportunities for us as leaders to discover more things about ourselves.

Self-knowledge is the most important piece of information a leader needs. Without, there is no leadership center.²⁵

As this seminar progresses, many topics we discuss will touch on self-awareness.

Addressing our own life's journey will help all of us to see the true benefits of looking from the outside to the very inner core of our being.

²⁵Ibid, 140.

PART 2
LEADERSHIP STRENGTH AND SKILLS

Biographical Backdrop

Looking at my past helps to explain the present, as well as projects hope for the future. I grew up as the oldest child of three siblings in a working class home on the beautiful shores of Lake Michigan in Western Michigan. My parents expressed unconditional love and warmth to their three children from earliest childhood on. Only later, after ministering to so many men and women from dysfunctional family backgrounds, did I truly appreciate the blessing of growing up in a caring and loving home.

Both parents laid a spiritual foundation for our family that found me always looking forward to attending church. At the age of seven I made a public confession of faith to follow Christ in the Assembly of God church where my parents were members. My father, who was legally blind, passed on his congenital eye condition to my sister and myself at birth, which presented us with formidable challenges, especially as we attended public school and were, for example, never able to see the black board. My father's example of proactively overcoming his own physical limitation was a great inspiration. Even when other boys would pick fights with me because of my eye condition, he would offer needed love and support, but never allowed me to feel too sorry for myself. My father was able to fulfill the American dream, as he worked his way up from a tannery laborer to eventually become partner in an auto parts business. Several years later, he and my brother would start their own business.

My mother was a very hard working homemaker, who always had to drive my father to and from work. Later she would drive my father to many locations throughout Michigan because of his business. My maternal grandparents were first-generation Hungarian immigrants who owned a small farm in the thumb area of Michigan. Since financial resources were in short supply during the Depression, my mother and her older sister could only attend school through sixth grade as they had to work on the farm. During my teen-age years my mother worked in a tool and dye factory as a press operator. Until the age of eighty-one my mother worked for a few hours each week in a retail store.

While in college I started a Christian band and unintentionally became its leader. During the early 1970s', the Jesus Movement was at its peak and our band received more requests to play in coffeehouses and churches than we could possibly meet. One day my father called me at college and excitedly to tell me that a missionary from Germany had spoken in his church, and that the Assemblies of God was putting together a large youth missions trip to go to the Munich Olympics. My father was sure that this outreach would be a great opportunity for our band. Initially, I was not all that excited about the trip, but due to my father's persistence and his willingness to pay the necessary \$425 for each band member, I consented. While on the Munich missions trip I met Assemblies of God missionaries working with Teen Challenge, who asked me to consider making a one year commitment to work with them in the area of evangelism. Again I was very reluctant about this ministry opportunity. However, in April of 1973, after completing the first half of my junior year in college, I went to Germany. The one year Missionary Associate assignment turned out to be four and one half years. As a Missionary Associate I received my call to full-time ministry, and during that time met Mechthild, and we married in Germany.

While planting an Assemblies of God church in Freeland, Michigan in the late 1970s' and early 1980s', my wife and I knew that we would someday return to Germany as church planters. During our interview by the executive leadership of AGWM as prospective missionaries, Brother Philip Hogan expressed that church planters were needed in Germany who would "paint with a wide brush." Since 1984, with brush in hand, the rest of this story is history.

Ministry Overview

As I attempt to look at leadership strengths, a snapshot of past ministry helps to bring things in focus. According to Peter Drucker, the things we have achieved in the past speak of our competencies and strengths.

- From 1970 – 1975, as a musician and songwriter, I led various music groups. Playing music and singing has always been a vital part of my life, even up until leading worship at our last church plant in Erfurt, Germany.
- In 1976-1977 I directed the Teen Challenge coffeehouse ministry in Wiesbaden, Germany.
- During my assignment as a Missionary Associate I adapted to a new culture and learned to speak German fluently.
- From 1978 – 1983 Mechthild and I planted the Assembly of God church in Freeland, Michigan. During this time we developed ministry skills and tools that would greatly aid our church planting efforts in Germany. During the Freeland years I was mentored by Fred Smolchuck Jr., who had a heart for standing alongside and helping church planters. It is interesting to note that the ministry directed toward me from Fred would become the focus of my ministry, as I now coach and mentor church planters in Germany.
- From 1984-1999 my wife and I led the church plant in Saarbruecken, Germany.
- In 1986, along with several German pastors, I helped to establish the Rhineland Palatinate / Saarland District within the BFP. The BFP is our Assembly of God partner church in Germany. From the beginning I was responsible for coordinating District church planting. Over the years I was able to offer assistance to several new church plants. In 1986 this District had only ten churches, today there are thirty-four.
- From 1992 – 1996 I served as the Assistant Presbyterian of the RPS District, which meant, that I became more involved in assisting and consulting churches and their pastors.
- From 1996 – 2003 I served as the Presbyterian of the RPS District, and was thusly a member of the BFP Presidium, becoming personally acquainted with the national leadership. During these years I also directed a District Workers Training Program.

- From 1999 – 2005 I served as Field Moderator for 50 Assemblies of God missionaries working in Germany, helping and assisting new missionaries get settled in Germany. Also, I authored a seventy page orientation manual for new missionary arrivals in Germany.
- From 2000 -2005 I pioneered the new Thuringia District work in former East Germany.
- For ten months beginning in the spring of 2002 I became interim Pastor of our BFP church in Mainz. The church was in crisis, and the Lord granted me grace to restore unity in the congregation.
- From 2003 – 2005 I planted the Eisenach church in former East Germany.
- From 2003- 2005 I pastored the new church plant in Erfurt.
- From fall 2005 – spring 2006 I was assigned by the AGWM as the Missionary in Residence to teach missions classes at Central Bible College.

Perceived Strengths

As I reflect back on the above ministry activities, I realize that it would have been impossible for me to accomplish all of this without the backing of my wife, Mechthild, and my two children. So the first strength I would like to mention, is that of having a family committed to the missionary endeavor.

Also, I am grateful for our network of supporting churches and their pastors, who have consistently backed us with prayers and finances for twenty-four years. They have truly strengthened our hands in our efforts to fulfill the Great Commission in Germany. No man stands alone as an island, as he looks back at the things that God has helped him to accomplish. Humbly I would submit the following list of what I believe my strengths to be:

- Being visually challenged, I have learned to be very persistent, tenacious, and not give up easily.
- In planting churches and leading two districts, I have been able to communicate a vision, which others have been willing to follow.
- I have developed administration skills that have helped to undergird my leadership abilities.
- I have demonstrated a capacity to work with diverse types of personalities.
- I have a healthy self-awareness of my strengths as well as my weaknesses.

- I have self-confidence and have been assertive in ministry pursuits.

Leadership Style

Having worked through the DISC personality profile in recent years has helped me to understand more fully my leadership style. The DISC behavioral model describes four basic patterns, none of which is better or worse than any of the others. Very few people are purely one type, but most of us have a strong tendency in one direction or another. The four patterns in the DISC profile include:

D	Dominance
I	Influence
S	Steadiness
C	Compliance

DISC describes an extreme form of a behavior, which is often much more nuanced. My strongest pattern is “D”. The “D” personality is concerned about results and is described as follows:

- Enjoys solving problems, getting things done, and achieving goals.
- Wants to be in charge. (Dislikes being told what to do.)
- Sets high standards for performance (her/his own and other people's).
- Trusts ability to produce results.
- Enjoys challenges and competition.
- Is willing to take risks, challenge the status quo, and break the rules.
- Makes decisions quickly.
- Is impatient with people who "waste time" by talking or planning and who resist change.
- Doesn't mind telling people they're wrong. Values "telling it like it is".
- Bored easily.
- Gets angry quickly (and gets over it quickly).
- Enjoys working in a fast-paced, results oriented environment.
- Enjoys being in charge.
- Enjoys taking on new opportunities and challenges.
- Enjoys having the authority to determine how things are done.
- Wants to advance in career.

“D” Types loose energy when they...

- are closely supervised or micromanaged.
- are questioned or overruled.
- can't affect the outcome.
- have limited access to resources.
- perform routine, predictable tasks.

“D” types are at their best when they...

- get things done, either by themselves or as a group leader.
- are bold and adventurous.
- mobilize people to solve a problem, confront an enemy, or achieve a goal.²⁶

In a nutshell, the “D” personality is a pioneer, crusader, a leader. It is remarkable how DISC describes who I am as a person and leader.

²⁶“The “D” Personality Type: Direct, Decisive, Driven,” *Witt Communications* Web site; available from http://www.wittcom.com/DISC_D_personality.htm; accessed 6 April 2007.

PART 3

SELF DEVELOPMENT

Weaknesses and Challenges

The strengths we exhibit in our leadership style can just as often work against us. As we attempt to deal with our weaknesses, it is imperative that family and friends are there to help and support us. As we look at our weaknesses, it is also important that we have (an) accountability partner(s) who help(s) to guide us through the self-awareness process. Bob Jackson's assertion about accountability is very striking:

One of the biggest ironies connected to personal health and safety is that the best time to develop personal accountability is when we don't particularly need it. Unfortunately, when the need for accountability strikes, most people don't have any significant relationships on which to lean. We haven't invested consistently in deep friendships and our isolation often increases in times of trouble.²⁷

This I have observed to be true in my own life and the lives of others. It has been very beneficial for me to meet with an accountability partner of late, as I am not at this time facing a personal or ministry crisis. However, the point that Jackson is making is that we need continually interaction with someone, who will be as iron sharpening iron. Simply acknowledging that accountability is a priority in my life is a sincere expression that I desire to grow spiritually.

This person recognizes his need. More than mere behavioral change, he hopes to experience an inner healing that is fostered relationally with another Christ-follower. Christian accountability is a gift we give ourselves and a sacrifice of time and pride offered to God. It is intended to be a means of discipleship where we humble ourselves

²⁷Bob Jackson, "How to Develop Effective Accountability," *Pure Intimacy* Web site; available from <http://www.pureintimacy.org/gr/intimacy/redemption/a0000151.cfm>; accessed 6 April 2007.

before God and others. Our transparency and respect for those who serve us builds the community for which we hunger.²⁸

Paul Martin points out that some pastors believe they can have effective long-distance accountability.

But in reality, for the most part, only what is willingly shared is what is known. Some expect a public platform to provide the safeguard; others join a small group. Accountability is not guaranteed by any certain relationship since the relationship itself does not have the ability to hold us accountable. We must make ourselves accountable. Unless one willingly submits to another, the vulnerability of a duplicitous life remains. Transparency, openness, honesty, and the like can never be imposed; rather, they come from a sense of the fear of the Lord.²⁹

It will be one of my challenges for the future, since presently I am enjoying the accountability of a friend who lives in the area. It will be up to me to proactively seek out someone when returning to Germany, who can speak into my life. My accountability partner presently is quick to speak about my strengths, which is making it easier for me to receive his encouragement as we speak about my weaknesses or challenges.

One of the major issues we have discussed is that I sometimes come across in certain interpersonal situations as being intolerant or abrasive. I have been aware of this over the years, and it has not been easy to overcome. It is one of the typical weaknesses of the DISC “D” type personality. My accountability partner has helped me to see the areas of communication that I need to improve in. He has kindly provided me with a helpful book and workbooks on communication referred to below.

Because I have had to work so hard to live with a handicap, there are times that this unconsciously causes me to be impatient and short with people. Also, due to my eye problem, I

²⁸Ibid.

²⁹Paul Martin, “Be a Barnabas; Pursue a Paul; Train a Timothy,” *Enrichment Journal* Web site; available from http://enrichmentjournal.ag.org/200702/200702_000_barnabas.cfm; accessed 9 2007.

am not able to pick up the body language of someone who may be uncomfortable about what is being said. This behavior, too, is very much in line with the DISC personality type “D” personality, who is more often quick to speak and slow to hear. To become a better listener the book titled *Connecting with Self and Others* by Sherod Miller and et al. shows the importance of letting others tell their story spontaneously. We do not need to direct the story; we must simply follow the leader.³⁰

Quality listening means getting the whole story accurately, the first time. As a listener you can do a great deal either to hinder or help the speaker make his or her point. Consciously creating rapport (getting into sync) and letting go of control (by following the leader) will make you a better listener. To a large extent, trust is the product of your skill in creating rapport and following.³¹

That true communication is not about me, but about understanding the other person, is a very revealing statement. It is necessary that I go into the speaker’s world and experience the situation or issue as he or she does.

Much of our communication with others is aimed at gaining agreement and initiating change, both of which run the risk of generating resistance.³²

Here Miller and et al give a helpful break-down of the different styles of communication used, ranging from the non offensive Small Talk and Shop Talk to the more offensive Control Talk, Spite Talk and Fight Talk.³³ Due to my “D” personality type, I sometimes find myself entering into the more offense types of communication, which usually undermines wholesome interpersonal relationships. One alternative to the more negative forms of communication would

³⁰Sherod Miller, Daniel Wackman, Elam Nunnally, and Phyllis Miller (*Connecting with Self and Others*, Littleton, Colorado: Interpersonal Communication Programs, 1992),181.

³¹Ibid, 201.

³²Ibid, 260.

³³Ibid, 46.

be for me to enter into Search Talk, where I ask the other person to explain his or her perspective in a non-threatening way.

Search Talk has a tentative quality to it: in the process of gaining an overview, you can use it to speculate about causes, pose solutions, and play out various scenarios without committing yourself to any particular direction. A safe way to “test the water” is by making observations or raising questions to get a handle on things. Though a variety of solutions may surface as part of the examination process, Search Talk avoids making a definite commitment to any one of them.³⁴

Since I tend to question the status quo and the mundane, due again to my “D” personality, it is very necessary that I do not come across as someone who is caught up in Spite Talk or Fight Talk. In the German language there is a great saying: *der Ton macht die Musik* (tone makes the music), meaning that our tone of voice always carries a message. Interacting with my accountability partner I have been enlightened on the different communication approaches to be taken in the future. Here is a list of behaviors I want to avoid and behaviors I want to implement.

Behaviors to Avoid

Talk less
Don't come to the point so quickly
Be less abrasive and intense
Be less opinionated

Behaviors to Implement

Listen more
Allow time for Small Talk
Be more gentle and relaxed
Be more accommodating

With God's help and my willingness to change there is no telling what might be accomplished. The following scripture is my deepest desire, and God does want to give me the desires of my heart: “A word aptly spoken is like apples of gold in settings of silver.” (Proverbs 25:11)

³⁴Ibid, 66.

Another struggle from time to time is what I call the comparison syndrome. When I am entangled in its web, I find myself making comparisons with other ministers or missionaries who seem more “successful” than I. This kind of thinking may result due to an inferiority complex that I have being legally blind. Also it is typical for the “D” personality to be very competitive, wanting always to come out on the top.

Last year my son Michael spoke into my life as a reverse mentor, pointing out that by vocalizing such ideas of comparison, I am hurting myself as well as hurting him. God has called me to a specific task in ministry, and that is the only thing that matters. Michael then pointed out that in terms of what is happening in Germany, I indeed have been very successful. I have preached and counseled on the comparison syndrome, yet I desperately need to practice what I preach. Psalm 139 and 2 Corinthians 12:5-10 are guideposts that I need to intentionally reflect upon, as I face this challenge.

C.S. Lewis has given us the insight that God whispers to us in our pleasure, but shouts to us in our pain.³⁵ Due to the challenge of my eye problem, I sometimes try to diminish this pain. Just recently I realized that I could only remember the name of one fellow-student in Junior High. His name was Andy. He was the one who took a school book from my desk. As I went to retrieve it, another boy tripped me, causing my freshly operated right eye to fall against the corner of the book, blinding my right eye and preventing further surgery on the left eye.

It seems that all leaders have to deal with physical or psychological pain. Leaders, who accept pain as the work of God in the commonplace, grow from it rather than being diminished by it.³⁶

³⁵C.S. Lewis Quoted in McNeal, 179

³⁶Ibid.

Yes, my eye problem is a physical weakness, but in retrospect I realize how it has helped me to “see” people and situations in ways, others might not be able to. This weakness, or strength, is the genetic core of my life’s message. Again, I must quote McNeal, who has become in recent weeks a mentor/coach who touches my heart deeply.

All leaders limp. Leaders become leaders, in part, because they are willing to wrestle with who they are, who they want to become, how they can overcome some deficit in their own lives. They often need to achieve, need to be admired, even loved, need to bring order to some chaos that is within them. And almost always, these vulnerabilities are established in the leader’s family of origin, the early community that begins to shape the leader’s heart before the young child can even speak.³⁷

I may be limping, but I am more than a conqueror in Christ Jesus!

Personal Retreat Reflections

Over the past years I have attempted at least annually to get away from the routine of daily life and seek the Lord, reflecting on ministry and personal matters. Each time I have had my get-away, good results have come from it. Usually I have a clearer picture of what needs to happen in my life and ministry. Also I have become more aware about those things and activities, which should be ignored or eliminated all together. Robert Greenleaf expresses this notion in a clear way.

The ability to withdraw and reorient oneself, if only for a moment, presumes that one has learned the art of systematic neglect‘ to sort out the more important from the less important — and the important from the urgent—and attend to the more important, even though there may be penalties and censure for the neglect of something else.³⁸

³⁷Ibid, 117.

³⁸Robert Greenleaf, *Servant Leadership* (Mahwah, New Jersey: Paulist Press, 1991).

At the beginning of my recent retreat day, I found myself in a dialog with the Lord. I stated; “I want to do your will.” The Lord than asked me, “What is your hearts desire?” The following is a list of things, I feel passionate about in my heart.

- Plant churches and assist others to do the same in Germany.
- Mentor and encourage pastors and spouses in their respective ministries.
- Proactively assist and help to move things forward in the BFP at the national and regional level. (The BFP is our Assemblies of God partner church in Germany).
- Provide an emotionally safe and satisfying home environment for Mechthild.
- Provide continuous love, support and mentoring for my children.
- Reach out to the Turkish community in Germany with the Gospel.

Concerning church planting, I have always referred to a quote from an unknown author.

If you want something to last for a season, plant a flower. If you want something that last for a lifetime, plant a tree. If you want something to last for an eternity, plant a church.

For years now, part of my mission statement has been to be an encourager to those in the ministry, who encourage others. Once again, during my personal retreat I felt the need to study the life and ministry of Barnabas, as depicted in the book of Acts. Here I was reminded of the type of ministry that God had given to me and goals that I desire to reach. The following scriptures concerning the life of Barnabas stood out to me and have significance for my spiritual journey.

Acts 4:36-37

- Referred to as the son of encouragement.
- Demonstrates a spirit of generosity, as he gives the proceeds of the property he sold to the church.

Acts 9: 26-29

- Barnabas brings Paul to the Jerusalem elders, imploring them to trust him.
- Barnabas points out that Paul’s conversion is genuine.

Acts 11: 22-26

- Submits willingly to the Jerusalem elders and ministers to the Antioch church.
- Encourages the Antioch believers to remain true to the Lord.
- Described as a good man full of the Holy Spirit and faith.
- Seeks out Paul in Tarsus and brings him in to assist in the ministry in Antioch.
- Barnabas is open to utilizing the giftings of others, because he is a team player.

Acts 13-14

- Evangelizes with Paul in the Roman Provinces.

Acts 15:37-39

- Demonstrates compassion and a forgiving spirit toward John Mark.
- Gives John Mark a second-chance.

It was important for me to reflect upon the life and ministry of Barnabas, as his life's message speaks even louder to me, as I contemplate returning to Germany this summer. Paul Martin has helped me also to see the significance of Barnabas's ministry for those of us today, who are in the front-lines, working with other colleagues.

How many ministers have needed a modern-day Barnabas to come alongside them to give them ministry opportunity? How many ministers sit dejected on the sidelines because of a failure? Their church didn't grow. The vote was not strong enough to stay. The program was a disaster. A marriage or family relationship disintegrated. Where is the brother or sister in the genre of a first-century Barnabas to look for the forgotten, to believe in the divine call, to hope for the best?

The 21st century needs larger numbers of Barnabas-minded ministers. Deserting the call is pandemic. Be a Barnabas. The silent sufferers are hidden in the shadows of the successes of others. Be a Barnabas. The challenge is before us. Scan the topography for the bypassed, the overlooked, the rejected. Be a Barnabas. Look for someone who has failed and is discouraged. Be a Barnabas. Retaining our ministers will certainly help reverse the trend of declining numbers in vocational ministry.³⁹

The topic of Paul Martin's article is becoming even more of a motto for me, as I am returning to Germany. "Be a Barnabas, Pursue a Paul, Train a Timothy".⁴⁰ As I go to those in ministry who need encouragement and support, the words of Solomon help set the tone: "Like the coolness of snow at harvest time is a trustworthy messenger to those who send him; he refreshes the spirit of his masters." (Proverbs 25:13)

³⁹Martin.

⁴⁰Ibid.

Present Leadership Influence and Effects

Since returning to the United States in August of 2005, I have been able to put some healthy distance between myself and the ministry in Germany, allowing me to process and assess twenty-one years of fruitful ministry. However, I have intentionally stayed in contact with missionary colleagues on the field, as well as with German pastors, through emails and phone calls. In March of 2006, Mechthild and I had the pleasure of hosting the BFP treasurer in our home in Ozark. In a somewhat strange way, this time spent stateside feels like a prolonged sabbatical, even though I have taught at Central Bible College, taken classes at AGTS and have visited and contacted many churches in our support network. All three of these endeavors have been more than fulfilling. Also, it was important for Mechthild and I, to become once again somewhat acclimated to living in the United States, which has allowed us also to spend more time with family and friends. This is the first time we have actually lived stateside since 1984.

Being in between ministries, it is relatively difficult for me presently to evaluate my influence and the effectiveness of my leadership styles and strengths. However, as Mechthild and I have ministered in stateside churches, one senses that congregations have been encouraged, not only through our missionary endeavors, but also our very own life's message. On several occasions I have had the opportunity to preach about overcoming weakness, and naturally my life message becomes a personal testimony of God's grace. It is fulfilling for Mechthild and I as itinerating missionaries, to sense that we have connected well with our support network. However, for several months now there has been a growing urgency in Mechthild's and my heart to get back to our first ministry love in Germany.

PART 4

VISION AND VALUES

Personal Vision Statement

Vision is to be viewed as a process and not something static. As our lives and circumstances change, adjustments will be made. Lee and King point out that there is a connection between intuition and personal vision.

Both are based on parts of ourselves that aren't fully conscious. Both have things to say about what makes sense and what feels right. Both can lead us to where we belong.⁴¹

A personal vision statement helps to guides our lives. It provides the direction necessary to guide the course of our days and the choices we will make about ministry and life in general. A personal vision statement is the light shining in the darkness toward which we turn to find our way; it is the lighthouse guiding our ship into the harbor.

Paul Clark's Ministry Vision for the next 10 years in Germany:

- Plant churches and assist others to do the same.
- Mentor and encourage pastors and spouses in their respective ministries.
- Proactively assist and help to move things forward in the BFP at the national and regional level.
- Provide an emotionally safe and satisfying home environment for Mechthild and myself.
- Provide continuous love, support and mentoring for my children.
- Reach out to the Turkish in Germany community with the Gospel.

The underscoring mission statement for planting churches in Germany is;

If you want something to last for a season, plant a flower. If you want something that last for a lifetime, plant a tree. If you want something to last for an eternity, plant a church.

⁴¹King, 48.

The underscoring mission statement for mentoring and encouraging pastors: Be an encourager to those who encourage others.

Action Plan for Ministry Vision:

Church planting: I will network with the BFP, as in the past, which naturally brings me in contact with those pastors and their spouses who are planting churches. I will also do demographic research as well as meet with pastors in the southern part of Rhineland Palatinate. This is the area where Mechthild and I sense we should plant a church.

Mentor pastors: This will happen in a fluid manner as described in the paragraph above.

Help move the BFP forward: I will network, as well as be in relationship with the BFP. When we move to Germany in July, this relationship will deepen and it will become apparent where I can invest time and resources.

Providing a home: Mechthild and I will go to Germany in May for two weeks. During this time we will prayerfully determine where we should exactly move to. It is important that both of us have the peace of God in finding the right home.

Providing continuous love, support and mentoring for my children: I am thankful for the fact that we are a loving and concerned family. One of the greatest privileges for me is to impact our children and to pray with them and counsel them, as they seek to discover God's will for their lives.

The Turkish community: I will be involved in demographical research to locate pockets of Turks in the area Mechthild and I will move to. Also I will be in contact with other ministries and churches that are already ministering to Turks in Germany.

All of the above activities will be covered in prayer by friends and our network of supporting churches.

Jess Dods notes that there can often be a gap between our personal vision and the current reality.

Once you have defined this gap, you can begin to consider what actions you can take to close the gap. How can you achieve your personal vision: more education, taking on more challenges (or fewer challenges), changing positions, etc.? Yes, many of us know what we want to do. My point is: will your present path take you to what you want to be? While this may seem like splitting hairs, there is a difference. We do what we do on the way to where we want to be.⁴²

From time to time I must address these gaps. The reality looks often very different than what we wrote down on paper three months before. Addressing the so-called gaps, it is important that we ask: How do my activities of today relate to where I want to be in five or ten years? The more questions we ask about our personal life and ministry, the more we are in sync with present realities. We must raise serious questions about those activities in life and ministry that have become burdensome or mundane. Why is this so? What changes will we make if we are to follow our personal vision? Such a process takes time, but when we have our vision firmly in place, we will have confidence in it, as well as in ourselves.

There is an old saying: “When you are up to your neck in alligators, it is hard to remember that you came to drain the swamp.” Having a personal vision helps us keep in focus just why we are doing what we are doing, and it pulls us along to our goals.⁴³

⁴²Jess Dods, “Your Personal Vision: A Tool for Personal Success,” *Energy Pulse* Web site; available from http://www.energypulse.net/centers/article/articledisplay.cfm?a_id=891; accessed 9 April 2007.

⁴³Ibid.

Personal Value Statement

Values are similar to beliefs, and both are important. Sometime values appear to be our philosophy of life. Most people never write their values down, but subconsciously they live them out.⁴⁴ For example, negative values, such as lying or cheating, will affect the behavior of individuals, just as the values of honesty and never cheating do also. Clarity of values is important, as it will determine what is north, south, west, or east in the direction our lives must take. The clearer we are about our values, the easier it will be to stay on course for the path we are to follow.⁴⁵

Stress does not come from hard work, long hours, or multiple roles in life. Stress results from value conflicts. When you are not able to honor a value, you will feel stressed out. No amount of relaxation will help until you resolve the values conflict. Values are traits or qualities that are considered worthwhile; they represent an individual's highest priorities and deeply held driving forces.⁴⁶

Paul Clark's Personal Values statement:

- I will develop close friendships (be a friend) with several couples and individuals.
- Everyday I will listen to music as well as play music.
- Each day I will do something to strengthen my relationship with God,
- Daily I will do something to deepen my relationship to Mechthild.
- I will intentionally be a team-player in all aspects of ministry.
- I will demonstrate a generous spirit in the giving of finances, time, compliments and helping other people.
- I will be thankful at all times.

⁴⁴Roy Posner, "The Power of Personal Values," *Guru Net* Web site; available from <http://www.gurusoftware.com/GuruNet/Personal/Topics/Values.htm>; accessed 9 April 2007.

⁴⁵Kouzes, 98.

⁴⁶Posner.

As we have already discussed, it is not enough to have a written vision and values statements. If we sincerely desire to move forward in personal growth, a plan must be put forward. You and I are responsible as to how we will be our own coaches. Paul Donders, who works as a consultant for business and non-profit organizations in Holland and Germany, has listed several practical aspects involved in self-coaching.⁴⁷

- We determine the area of our life where we want to grow.
- We determine the necessary training which will help us to grow in this area.
- Which book will we read or which course will take to reach our goal.
- Which coach will help us best along the way.⁴⁸

Each one of us must fill in the blanks for himself or herself concerning self-coaching. Since we are in the business of touching the lives of others, we must be very intentional in doing our own homework. Leaders, who do not stay on track with their own vision and goals, will experience frustration. A system of checks and balance is needed in our lives, so we can accomplish what God has called us to do.

Personal Three Month Plan

- Weekly reread my ministry vision statement, the action plan, and my personal values statement.
- Review the sections of this paper covering weaknesses and challenges, the personal retreat, and self awareness.
- Take time to pray about those areas in the above three sections, especially where attention is needed.
- Find time to speak with my wife and accountability partner separately about areas that stand out to them in the three above mentioned sections.
- My wife and accountability partner will pray for me in the areas that need attention.
- Find someone “more neutral” whom I trust, to walk with me through the more challenging areas of my life already mentioned.

⁴⁷Donders, 42-44.

⁴⁸Ibid.

Since we are in the business of touching the lives of men and women, it follows suit that we understand their needs. Paul Donders has described in detail the three basic needs of men and women. These needs are the same, whether one is part of a church, company, or any other type of structured relationship. Donders has reviewed the writings of such diverse personalities as Benedict of Nursia, Ludwig Graf von Zinzendorf, and even the works of Alfred Adler and Viktor Frankl in identifying these needs.⁴⁹ These three needs are very important for me to grasp, as they encompass the very thrust of my vision and values statement.

The post modern individual is searching for a paradise (where together with others he or she can worship something or someone), a home (where he or she is no longer alone) and an army (where together with others he or she will discover the real meaning of life).⁵⁰

Donders sees the meaning of life truly realized when men and women are able to develop their talents and giftings in such a way to benefit the common good of the community. We must be keenly aware of these needs and intentionally work toward their fulfillment and realization in the ministries that we lead. It behooves us to discover rituals and practices in our area of responsibility to meet these three basic needs. Let us pray without ceasing and truly believe that the Lord will help us meet the needs of those we serve.

⁴⁹Ibid, 114-117.

⁵⁰Ibid, 114.

CONCLUSION

During this seminar we have reflected upon who we are as men and women from the outside in. God in His providence has called you and me to various ministry settings. Remember, we did not ultimately choose this course of ministry, God is our inspiration and He has led us step by step to the place we are today. We have noted the benefits of candidly looking at who we are as leaders, becoming more self-aware of our strengths and weaknesses, never losing sight of our calling. McNeal again helps us to more fully grasp the implication of being set aside for divine service.

God shapes the heart of the leader through the call. This call is a divinely orchestrated setting apart of the leader for some special task. God's part of the call dynamic is to initiate, guide, position, and intervene. The leader's part of the call drama is to hear, respond, search, and order or reorder life. It begins and ends with God, but it loops through a very human individual. It is personal, but bigger than the person. The call comes out of who we are as well as shaping who we are. It has both being and doing components. The call involves relationship at its core, not just function or task though it carries clear task components.⁵¹

As we more fully grasp the all encompassing implications of self-leadership, the spiritual journeys of Bible heroes should become more alive to us. Of course these heroes of the faith had to deal with their own human limitations just as we do, even as they now belong to the great cloud of witnesses who are cheering us on to reach our God-given destiny. Due to our sinful nature, there are many battles to be yet waged. We do not stand alone in our weakness as we pray with the Psalmist of old.

Search me, O God, and know my heart; test me and know my anxious thoughts.

⁵¹McNeal, 95.

See if there is any offensive way in me, and lead me in the way everlasting. (Ps 139, 23-24)

Let us never lose sight that we are headed toward an eternal destination where all self-development and earthly introspection will someday cease. We take courage in the meantime as we heed the admonition of the writer to the Hebrews; we must keep on keeping on!

Let us throw off everything that hinders and the sin that so easily entangles, and let us run with perseverance the race marked out for us. Let us fix our eyes on Jesus, the author and perfecter of our faith, who for the joy set before him endured the cross, scorning its shame, and sat down at the right hand of the throne of God. (Hebrews 11:1b-2)

SOURCES CONSULTED

- Allen, Gary. "Ministry Roadmap: Navigating the Journey of your Call." *Enrichment Journal* 17, no. 1 (Winter 2007): 18-21.
- Blackaby, Henry and Richard. *Moving people on to God's Agenda*. Nashville: Broadman and Holman Publishers, 2001.
- Campbell Johnson, Ben, and Andrew Dreitcer. *Beyond the Ordinary: Spirituality for Church Leaders*. Grand Rapids, Mich.: Wm. B. Eerdmans Publishing, 2001.
- Creps, Earl. *Off-Road Disciplines: Spiritual Adventures of Missional Leaders*. San Francisco: Jossey-Bass/Leadership Network, 2006.
- Deiss, Kathryn J. "Leadership and Learning." *Association of College and Research Libraries* Web site. Available from, <http://www.ala.org/ala/acrl/acrlpubs/crlnews/backissues1999/march4/personalbest.htm>. Accessed 31 March 2007.
- Dobbins, Richard. "Intimacy with Self: The Lens through which we look at Life and Ministry." *Enrichment Journal* Web site. Available from http://enrichmentjournal.ag.org/200403/200403_042intimacywithself.cfm. Accessed 9 April 2007.
- Donders, Paul. *Authentische Führung: Leiterschaft in Balance*. Aslar, Germany: Gerth Medien, 2006.
- Dods, Jess. "Your Personal Vision: A Tool for Personal Success." *Energy Pulse* Web site. Available from http://www.energypulse.net/centers/article/articledisplay.cfm?a_id=891. Accessed 9 April 2007
- Dunning, David, Chip Heath, and Jerry Suls. "Know Thyself: Easier Said Than Done." *Association for Psychological Science* Web site. Available from <http://www.psychologicalscience.org/media/releases/2005/pr051028.cfm>. Accessed 10 April 2007.
- Freeman, Mark. "Personal strategies can lead to self-leadership." *Birmingham Business Journal* Web site. Available from <http://www.bizjournals.com/birmingham/stories/2004/10/11/focus2.html?page=1>. Accessed 25 March 2007.
- Greenleaf, Robert. *Servant Leadership*. Mahwah, New Jersey: Paulist Press, 1991.
- Jackson, Bob. "How to Develop Effective Accountability." *Pure Intimacy* Web site. Available from <http://www.pureintimacy.org/gr/intimacy/redemption/a0000151.cfm>. Accessed 6 April 2007.

- Kouzes, James A., and Barry Z. Posner. *A Leader's Legacy*. San Francisco: Jossey-Bass, 2006.
- Lee, Robert J. and Sara N. King. *Discovering the Leader in You: A Guide to Realizing Your Personal Leadership Potential*. San Francisco: Jossey-Bass, 2000.
- Martin, Paul. "Be a Barnabas; Pursue a Paul; Train a Timothy." *Enrichment Journal* Web site. Available from http://enrichmentjournal.ag.org/200702/200702_000_barnabas.cfm. Accessed 9 2007.
- McNeal, Reggie. *A Work of Heart: Understanding How God Shapes Spiritual Leaders*. San Francisco: Jossey-Bass, 2000.
- Miller, Sherod, Daniel Wackman, Elam Nunnally, and Phyllis Miller. *Connecting with Self and Others*. Littleton, Colorado: Interpersonal Communication Programs, 1992.
- The Holy Bible, New International Version*. (1978), International Bible Society. New York: Zondervan.
- Posner, Roy. "The Power of Personal Values." *Guru Net* Web site. Available from <http://www.gurusoftware.com/GuruNet/Personal/Topics/Values.htm>. Accessed 9 April 2007.
- "The "D" Personality Type: Direct, Decisive, Driven". *Witt Communications* Web site. Available from http://www.wittcom.com/DISC_D_personality.htm. Accessed 6 April 2007.