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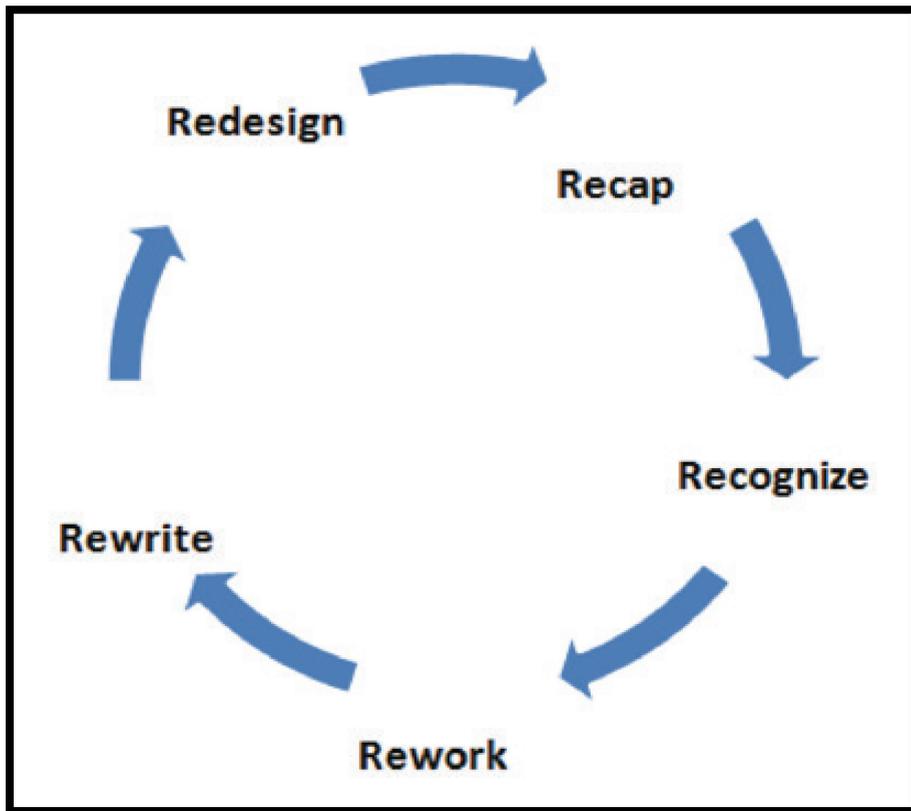
Building Your Vision

Organizations and Ministries

The 5RCircle Process: Building Your Vision

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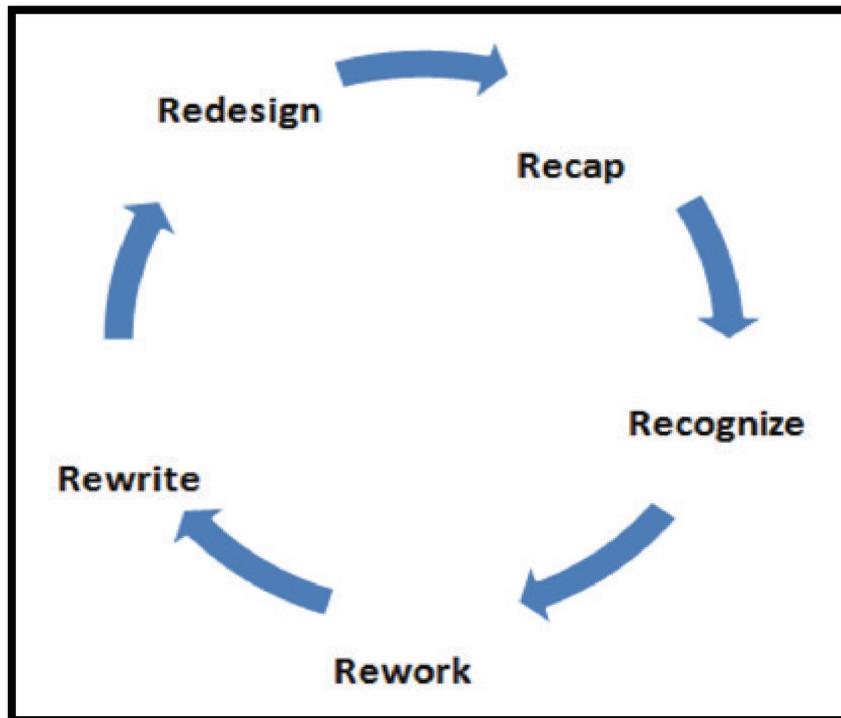
Building Your Vision
Organizations and Ministries

Jonathan C. Carey

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Table Of Contents

BIBLICAL PERSPECTIVE

Successful personal-ministry developmental steps do flow from the pages of the Bible, but are these steps applicable for believers today? Indeed they are. What then ought we to do with these biblical steps to success? Perhaps the first step is the creation-maintenance of an environment in our organizations and ministries where they are recognized, taught, and encouraged.

Biblical steps to success take place when believers respond in obedience to God's call. They recognize the importance of total obedience, allowing the Holy Spirit to develop their gifts and skills. They carry out their kingdom roles with a deep conviction of God's will and a heightened awareness of the contemporary issues they and their peers face. Above all, they minister as stewards and servants. We do not stumble across success. Success is a result of deliberate acts. To truly be successful we must fulfill the will of God for our lives!

The 5RCircle Process: Building Your Vision Workbook was designed to be used as a stand-alone seminar or as a companion to the following seminars:

• Practical Wisdom

• Fulfilling Purpose

• Effective Leadership

These seminars are available globally. Contact The CTC Network to schedule one in your area.

What Others Are Saying....

"Vision is key to succeeding; after all, it is vision that enables us to see opportunities where others see only challenges, and that allows us to see victory where others see defeat. Vision reaches into the nothingness of the present circumstances to grab hold of a possibility that is not so apparent. One does not build pyramids, a great wall, a great company, or a great religion without vision. What is true in these big areas of life is also true in individual lives; vision is critical.

"Practical Wisdom for Building Your Vision, by Rev. Jonathan Carey, is a work by someone who is uniquely insightful and practical. In this useful prose, Rev. Carey provides clear instructions for all to follow in building a vision for success in almost any area of life. Using powerful biblical references and practical illustrations of the process that leads to vision building, Rev. Carey provides for his readers a good guide for a meaningful achievement in life. Not only does he present the positive opportunities that vision building presents, he also speaks to the challenges that those seeking to do so must encounter and provides wisdom for overcoming those challenges. This work will be useful to leaders in all kinds of organizations, be they church, business, school, or government. It will also be helpful for those simply seeking to gain a clearer focus in life. I recommend it to readers as a useful work by a truly gifted and insightful teacher."

Zhivargo S. Laing

Former Minister of State for Finance, The Commonwealth of The Bahamas

"Jonathan Carey offers to pastors and laymen alike a clear-cut directive on how to bring into focus your God-given vision. There is no doubt today that many are carrying around a vision along with a desire to 'see it happen' but with no idea how to bring it about. I highly recommend this book to all pastors and leaders. When we cease to have a vision, we die. An active vision brings life and joy into lives. We accomplish God's best by having a well-articulated vision. This material will help you to formulate your vision and ministry. My only regret is that I did not have this book and workbook when I began my ministry forty-two years ago. I am challenged once again to give my all to the vision that God has set before me."

Ernest M. DeLoach

Veteran Pastor and Missionary

"Dr. Carey has a passion to give young people and adults a footing and framework in which to flourish on life's pathway. From his wide range of experience as a minister, teacher and Christian guidance counselor, he blends rock solid faith principles with simple practical steps. With seasoned insight, Jonathan uniquely crafts this discipleship resource as an enriching tool to shape the mind, the heart, the character and actions of all who desire a fulfilling and successful Christian journey."

Dallas Elder

Director, Grace Covenant International

The 5RCircle Process: Building Your Vision
Organizations and Ministries

Workbook

Participant's Name

_____

Workshop Date

_____

Location

_____

Steps to Success Series

By

Jonathan C. Carey

www.ctcnetwork.org

Introduction

The following workbook has been provided to give you a working tool for building your vision. It was developed over a three-year field-tested exercise and has proven to be worthwhile and effective for various organizations and ministries. The objectives of the workbook are as follows:

• To explain the value of understanding shifts and challenges in your vision

• To help you see the importance of, and a commitment to, the development of a complete vision for your organization or ministry

• To present the 5RCircle Process of a complete vision

• To provide a format for your team to use the 5RCircle Process in the development or revision of your *complete* vision

The principles and methods presented in this workbook may also be used in personal vision planning. They are designed in a format that allows easy adaptation to almost any vision-building endeavor.   Let's begin the process!

Shifts and Challenges

"He who stops being better, stops being good."
–Oliver Cromwell

In the winter of 2003, I was contracted by a major North American corporation to work with its regional managers. This proved to be interesting and rewarding for me and them in that it revealed a challenge produced by a shift in vision the corporation's annual gross revenue (which was in the billions) was sliding, and the corporation was concerned that it was falling behind the competition in a particular division. It had recently shifted its vision statement and was confident that it had the pulse of the targeted market; however, it was losing clients. What was the problem?

This workbook was written for Christian leaders and their organizations; however, by sharing an illustration of how a major corporation approached its shifts and challenges, I hope to impress upon you the need for critical thinking and analyzing.

Shifts are normal in organizations. A shift is when an organization changes its vision, direction, focus, mission, or goals. There are any number of reasons why an organization goes through shifts in its vision, and not all shifts prove to be positive; however, all are repairable over time.

Challenges are a part of the process of change and development for an organization. Often, a challenge will result from a shift. Challenges also influence shifts.

I met with the principal employees of the corporation, and through dialogue and a specially designed workshop, we made some important discoveries and embarked on a revision process.

The Revision Process

Vision Statement. As I previously stated, the corporation's vision statement changed. It was changed from a service concept to a partnership concept. It appeared simple enough, but there were some major challenges:

- The service concept required the regional manager to visit the physical plants in his section and work directly with the plant managers.

- The partnership concept required that a regional manager visit the physical plants in his section and first work with the company's president, then the plant manager.

The focus was now partnering rather than serving. Partnering is a powerful and a marketable concept. The presidents all embraced the vision shift and eagerly awaited the change. They bought into the idea that their supplier was in partnership with them and would forge a meaningful and lasting relationship starting at the top level.

Challenge. The regional managers were not delivering on the vision shift's expectations. The presidents were upset and threatening canceling contracts. What went wrong? Here are some answers:

- *Job Descriptions.* Job descriptions were never adjusted to accommodate the shift; *therefore, no mindset shift took place.*

- *Temperaments.* Some regional managers did not have the temperament for the new thrust. They were comfortable working with the plant managers, but felt uneasy forging relationships with company presidents.

- *Training.* Regional managers needed training in recognizing the temperament traits of clients so they could maximize the moment. They needed to say the right thing to the right person.

- *Solution.* You would think that the solution would be a simple one: give them an updated job description and send them to work. We took a different approach. We chose to build a united team of regional managers, allowing their talents, training, and temperaments to complement and support the efforts of the team.

- *Temperament Profiles* were administered. Prior to the workshop, profiles were administered. The profiles were then given out during the first day of the workshop. It was rewarding to witness the enthusiasm of the participants. They were committed to their jobs and wanted to succeed in this vision shift. The profiles gave them a snapshot of themselves, and guidelines for effective communication with their clients.

- *Roles of a Regional Manager.* Instead of giving them updated job descriptions, we created one together. As opposed to calling it a "job description," we developed the "Seven Roles of a Regional Manager." With the team concept in mind, each regional manager's area of expertise was now available to the overall team. Those who would not be able to adjust to performing in the frontline vision shift (meeting with presidents) would still retain a role as a trainer in the corporation. They would train their replacements and other recruits.

The corporation's board and employees committed to the revised job descriptions—or roles—and soon the relationships with the various clients improved. Today that corporation has implemented the personality profiles concept and corporate-vision-building principles in all of its divisions.

A Ministry Example

Here is another example: A ministry planted a local church in a depressed area of a city. The intent was to win that community to the Lord Jesus Christ and establish a vibrant Christian presence. The ministry was able to secure a building for its meetings and quickly began to grow, attracting children and adults. After a few years, the ministry decided to relocate the church in another part of the city and made the decision to transport the current members by bus from the present community. I advised that it would produce a shift in the church's focus over time. Here are some of the possible future challenges I listed for the leadership:

- People would conclude that the church moved because of the state of the community.
- The original target group would feel second class and abandoned.
- People with greater incomes would be needed to sustain the shift.
- Over time, the original target group would fade out completely or become the minority.
- Problems of bitterness and mistrust could develop.

The ministry decided to move forward with the relocation. Over the years, all of the above listed challenges were encountered. However, because of their reliance on the Holy Spirit and their willingness for consultation and training, a plan of action was developed and each challenge was successfully navigated.

A Biblical Example

Challenges produce defining moments for leaders and organizations. How we handle the challenges we face determines the degree of our successes and failures. The Scriptures record many examples of how leaders faced their challenges. One example that presents a series of God-honoring principles is found in 2 Chronicles 20. Jehoshaphat is in the last chapter of his career as king and faces a severe challenge that turns into a national crisis.

The kingdom of Judah is enjoying a peaceful independence when suddenly a powerful combination of enemies threatens the independence of the kingdom. Jehoshaphat's response to the imminent invasion is God-honoring and time-tested. Here is his response, the events surrounding the challenge, and my commentary:

- *He hears the troubling news and is afraid, but seeks the Lord* (vs. 3, 4). Bad news often produces fear in our hearts because it threatens our way of life. As leaders, we are not immune to troubles; to the contrary, we experience more than our share of them. The king turns to God; he remembers where his wisdom and strength comes from. He declares a national fast. This is important: if the challenge can possibly affect the complete rank and file of the organization, you might want to consider getting everyone involved in addressing the challenge. All stakeholders must come out of their comfort zones. It is a pride issue for a leader not to share the burden with others. Seeking God ought to be the first response of would-be and seasoned leaders, and this response is often meant to be corporate.

- *He acknowledges the Sovereignty of God* (vs. 5, 6). The king openly acknowledges the sovereignty of God in the form of a prayer in the presence of the nation. This has to build corporate confidence. God is greater than any challenge we may face. This was done in the house of the Lord. Remind God, yourself, and those you lead of how powerful God is.

- *He speaks of God's Power displayed in the past* (v. 7). God's power displayed is accompanied with a promise. The land was to be theirs forever. The promise itself is a rallying point. If God gives us an inheritance, is it not safe to conclude that the challenges associated with our blessings are solvable? The king cries to the faithful God of his promise.

- *He acknowledges the uniqueness of the challenge* (vs. 10-13). When the challenge was humanly manageable, God would not let him address it. He now looks toward God for an answer to the developed challenge. All were stakeholders in the promise;

therefore all stood before the Lord.

Efficient leaders will address upcoming or perceived challenges; however, there are times when the Lord will not allow leaders to focus on them. In hindsight, the king might have destroyed the enemy when they were not a powerful force, but he was obeying the Lord.

Our strategies for our organizations are subject to the will of the Lord. It is important to be sensitive to the leading of the Holy Spirit. All things do work together for the good of those that love the Lord (See Romans 8:28).

- *He was open to Prophesy* (vs.14-17). There was a "Thus saith the Lord unto you." This is the highest form of prophecy and is intended to leave no room for questioning. How do you question a "Thus saith the Lord unto you?" It is interesting to note that the writer of the text includes the genealogy of the young prophet. Perhaps this was to establish his credibility by pointing out his family tree for reference, or it simply was to properly identify him for history's sake. What is certain is that he was known. It is vital to test and try the spirit. Know those whom you allow to speak into your life and the life of your organization, especially if they wish to give you a "Thus saith the Lord unto you."

There are many false prophets roaming throughout the Body of Christ, confusing and destroying lives with their enticing words. Leaders in desperation or ignorance may be deceived and thrown off track. God will, at times, give you a "Thus saith the Lord unto you"; however, I have often found that the form of prophesy normally received is similar to "For it seemed good to the Holy Ghost, and to us, to lay upon you no greater burden than these necessary things" (Acts 15:28). This implies that after seeking the Lord concerning the matter and searching our own hearts, we believe this is God's will for the matter. We may not be 100 percent right, but then again, we may be.

A "Thus saith the Lord unto you" declares there is no room for error. Make sure the prophet is not in error. How can you be sure of this? The prophecy must be biblically based and it must bear witness in your spirit by resulting in a spirit of peace. Your spirit must bear witness. God gave His solution to their challenge and it included His abiding power and presence.

- *He led the people in worship and praise of God* (vs. 18, 19). It is the duty of the soul to worship and praise God. It is also a telltale sign of faith. Can you worship and praise God based solely on His Word and past performances? Can you worship and praise the Lord in the face of your challenges? The soul's past, present, and future are hidden in Him when we continually worship and praise Him. The Scripture declares that God dwells among the praises of His people (See Psalms 22:3). Wherever He dwells, He has a vested interest. Worship and praise in the midst of your challenges crushes the spirit of fear and releases the anointing of the Holy Spirit.

- *He and the people planned their Strategy* (vs. 20-22). God gave the strategy for the non-battle; they planned their strategy for praise.

The king and his people rose early. Respond immediately to God's timing. All great leaders respond to God's timing. Abraham rose early to offer his son. Joshua rose early to cross the Jordan. Jesus rose early to pray, and from the grave in victory.

They were told to believe God so they may be established. Belief in God is necessary for sustained success. It is our belief in God that establishes us and the vision of our organizations. They were told to believe His prophets so they may prosper. When a prophetic word is uttered by one of God's prophets, it is often conditional in that the full effect is realized when we believe and follow the instructions given. If the king and his subjects did not believe and participate in their assigned roles, they surely would not have been in place to gather the spoils. The king and his kingdom followed God's action steps for the plan and the victory was secured. It is recorded that the challenge (invading

armies) made the nation richer and more powerful.

It took the king and his people three days to collect the spoils of war. Perhaps this is why God would not allow the king to crush the nations when they were less developed. Smaller nations would have provided fewer spoils. Often, your blessings are wrapped up in your challenges; this is why it is essential for leaders to obey the voice of the Holy Spirit in all matters of the soul and leadership. God is not a novice; He is the instructor and we are the apprentices. Trust Him and learn from Him; this will provide you with future confidence in the face of challenges. Shifts and challenges can prove rewarding for your organization. Change is growth, and growth produces change.

Vision Building
Points for Your Vision Statement

Possible Components: Areas to consider in writing your Vision Statement. Think about your current vision and use some of these components to express in writing your current vision. Please check which ones apply.

Lost Society (Gather and Grow)

- The Great Commission Mandate ___
- Un-churched ___
- Special Target Groups ___

Saved Society (Gather, Maintain, and Grow)

- Members ___
- Possible Members ___
- Personnel ___
- Extended Body of Christ (Local and Global) ___
- Leadership ___

Facilities (Obtain, Maintain, and Grow)

- Temporary ___
- Permanent ___
- Missions/Facilities in other Countries ___
- Camps ___
- Schools ___
- _____

Products and Services (Develop, Maintain, and Grow)

- • What you do _____

- • What you offer _____

- • What you make _____

- • What you sell _____

- • What you distribute _____

- • What you provide _____

List your components from the list provided, plus any others you might have. Arrange them in the provided *categories,* and place them in your *priority* order.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

Now that you have completed this step, construct a complete sentence for each component and link the sentences together.

Your Current Vision Statement

As we begin this process of writing or rewriting your vision, I ask that you will use the space provided and write your current vision statement. If you do not have a vision statement yet, write the general idea of what you do as an Organization or Ministry.

Your Current Vision Statement

Category

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Category

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Category

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Vision Building Points

What is presently the driving force behind your organization/ministry?

Possible Components: Which components reflect your organization or ministry? Some of these components are negative in nature. They are listed for the sole purpose of exposing hidden motivators. Carefully and prayerfully evaluate your organization or ministry and as a group discuss your findings.

The Driving Force: Are You _____?

- Personality Driven ___
- Missions Driven ___
- Need Driven ___
- Purpose Driven ___
- Results Driven ___
- People Driven ___
- Ethnicity Driven ___
- Tradition Driven ___
- Perspective Driven ___
- Cause Driven_____

- Relationship Driven ___
- Time Line Driven ___
- Program Driven ___
- Product Driven ___
- Procedure Driven ___
- Power Driven ___
- Prophecy Driven ___
- Pride Driven ___
- Vision Driven ___
- _____Driven _____

Discussion Questions

We are _____ driven.

We believe we are this way because:

_____
_____
_____
_____

Are you satisfied with your present driving force? Please explain:

_____
_____
_____
_____

List two advantages of your driving force:

1._____
_____

2._____
_____

List one disadvantage of your driving force:

_____
_____

Notes:

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Vision

It is important to be able to write out your vision. A written vision is a biblical principle. It is our prayer that you will allow the Holy Spirit to guide you in this process. It is critical that you remain committed to the writing exercise. As you progress with the exercises, you will see your corporate vision take shape and become well defined.

By staying committed you and your team will identify the way forward for your organization. You will also uncover challenges that prevent success and develop solutions for those challenges as a team.

You have just completed writing your current vision statement, or what you do as an organization, and have listed and discussed your driving force. Now, from what you presently do and from what you have gleaned by reading, prayer, and discussion, write what you envision your organization to become.

What Kind of Organization or Ministry Would You Like To Become?

Think for a moment, then write the answer in one sentence:

_____

_____

_____

Throughout this workbook you ought to interpret the reference to vision as a vision complete with a mission statement, major areas of focus, and well-defined action steps. A complete vision is biblical, future-oriented, directional, and functional.

Vision Building Points:

- A vision produces a mission, if not it remains a dream.

- Various divisions of an organization or ministry may have a vision. You may wish to call them *sub-visions*.

- A vision is future oriented; however, once reached, then what? You must always be planning ahead.

- Remember that flexibility is imperative for success in this process. You will want to continually draw from the insights and perspectives of your group.

Our Developmental Process of a Vision

Here is the developmental process that will be used in building your vision:

- *Recap* your history
- *Recognize* your shifts in Vision
- *Rework* your challenges
- *Rewrite* your Vision
- *Redesign* your hinge statements

The process is designed to be continuous in nature. This five-fold developmental process ought to be completed on a regular basis. A complete vision evolves as an organization or ministry grows. We call this process The 5RCircle Process.

The 5RCircle Process
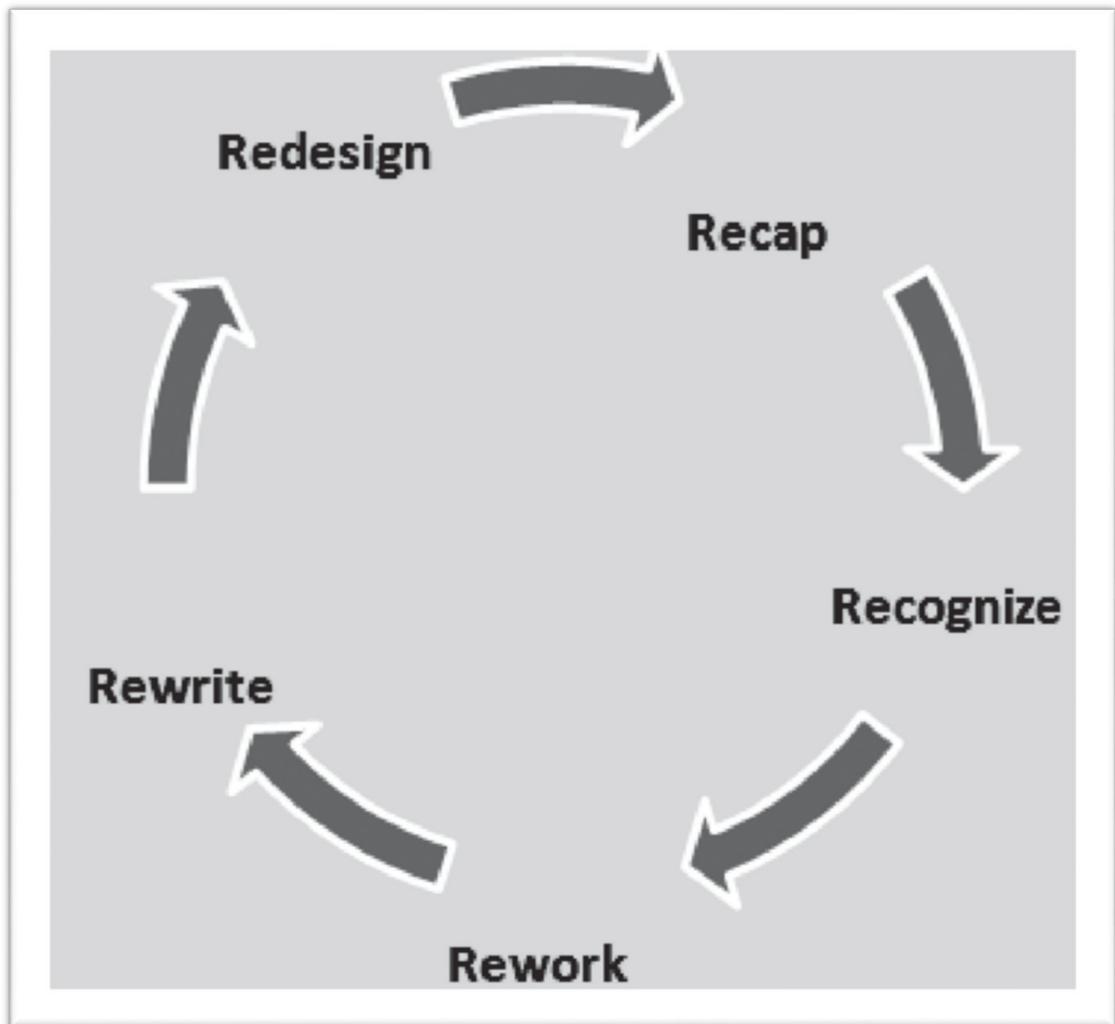
Recap

Recap History

"Concept of History, history as commonly understood, may refer to events themselves or the record of events. The Greek word for history originally meant investigation or research. In time, the word came to refer to the written account, summary, of the results of research" (*Collier's Encyclopedia, Volume* 12. Macmillan Educational Company: 1983. pg. 149).

Let's define "history" as His-Story, the events of a person or organization's life. When we can recap and identify with the past, it helps us to understand the developmental process that is taking place. This recapping helps identify trends in our organization as well as trends in our communities. Often, there appears to be a circle effect to our history. By documentation we are better able to recognize this ever-widening circle and understand and be in position to articulate its importance.

Our history continues to grow day by day and event by event and is a determining factor in our decisions. Often, the fruit of the future of your organization is contained in the seed or seeds of its past. Having your past up-to-date so to speak will allow you and your team to educate new workers and partners, and have readily available, useful information for planning.

As you complete this exercise, pay special attention to the original purpose of the organization for the period in which it was created. Why was this organization or ministry necessary? Is its purpose still valid today? Keep these two valid questions in focus; they assist in determining what shifts, if any, the organization has or needs to make. Also, an understanding of an organization's history will be of great benefit to new leaders or

members by helping to prevent misunderstandings by producing a clear picture.

An updated history helps all to understand and appreciate the foundation from which the organization or ministry is functioning. If a new wine or wineskin shift took place, there might be lingering factors or peculiarities that require tactfulness. Often, new leadership is unaware of the caterpillar-like struggles that an organization has endured. The caterpillar is engrained in the butterfly and must be accounted for. The complete story does not have to be made common knowledge, but it ought to be documented and shared on a need-to-know basis. Recapping preserves proper protocol.

Following is an example of how knowledge of an organization's past would have benefited a new leader in a rural setting.

Vision Building Point:

Sometime back I visited with a retired minister who appeared very bitter. As I listened to His-Story, it became obvious that his root of bitterness stemmed from seeing a part of his life's work neglected. He was living close to a church facility that he helped build, and in his opinion, the facility was always in a poor state. He was watching a significant part of his past destroyed in front of his eyes. This, coupled with the retirement stage, or season of his life, was adversely affecting his health.

This retired minister often attempted to reach out to the new, younger minister but was rejected. Eventually the influence that the retired minister enjoyed in the community was used in a negative fashion to undermine the work of the young minister and the local church.

Adequate knowledge of the ministry's history would have assisted the current minister in understanding this relationship challenge. The young minister had no clue that the retired minister was instrumental in the development of the local church he was leading. He assumed that the retired minister was just meddling in the local church's business. A

documented history and its most recent recap would have been beneficial in this instance.

When our sons were young, they loved to watch cartoons early on Saturday mornings. Their favorite by far was "G.I. Joe." The tag line for this cartoon series was: "Knowing is half the battle." This is the intention of the recapping of your organization's history. It provides knowledge so that you may apply Vision Building principles.

Hosea 4:6 declares: "My people are destroyed for lack of knowledge." Here is what Jesus said in respect to being wise: "And the lord commended the unjust steward, because he had done wisely: for the children of this world are in their generation wiser than the children of light" (Luke 16:8).

An accurate knowledge of the history of an organization can keep everything in proper perspective.

Recap Questions

Who was the principle person and/or group that started the organization/ ministry?

_____

_____

_____

What type of organization/ ministry was it when it first launched? (Church, Para-Church, Missions, etc.)

_____

_____

_____

What fellowship, if any, was it a part of?

_____

_____

_____

Does it still hold the same status today? If not, what status does it have?

_____

_____

_____

When was the organization/ ministry started? Date

_____

_____

_____

What was special about that time?

_____

_____

_____

Where was the organization/ministry started? What city, town, or settlement?

_____

_____

_____

What type of facility?

_____

_____

_____

Why was the organization/ministry started?

_____

_____

_____

- • How did the organization/ministry develop? Please list major points, starting from its formation to its present state (name or location change, revivals, church plants, various leaders, etc.).

Date _____

_____

_____

Date _____

_____

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Date _____

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Date _____

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Date _____

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Date _____

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Date _____

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Date _____

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_____

Recognize Shifts

Shifts in vision are normal for organizations. A shift occurs when an organization or ministry changes its direction, focus, mission, or goals.

There is any number of reasons why an organization experiences shifts in its vision. Some shifts prove to be positive, while others are recognized as negative; however, negative shifts are repairable over time. The recognition of shifts is part of your vision-evaluation process, and is often in your major area, even though it might, at times, be in the core structure of your vision statement. A shift is a major indicator that there are areas of the vision that are not working properly, or have expanded and are not accounted for. After proper evaluation, you will be in a position to make the necessary adjustments.

This recognition exercise will allow you and your team to recognize your shifts and the reason(s) for them, and allow you to document their results. This may all prove very rewarding for your organization; it gives you a snapshot of the changes taking place within the framework of your organization and the communities in which it serves. As a team you may be more readily able to make the necessary adjustments where needed and collectively decide on a positive approach for articulating the shifts to the rank and file of the organization or ministry.

- The Bible contains examples of shifts in vision. (Jesus' mission is one case in point: He came to the Jew first and was rejected.)

- History contains examples of shifts in vision (from automobile corporations to educational institutions).

- In our Personal lives, we have all experienced shifts in vision.

List possible reasons why an organization or ministry may have experienced a shift. This partial list may assist you in identifying the reasons for your shifts.

Shifts:

- Internal Growth Patterns ____
- Community Growth Patterns ____
- Improved Product ____
- Improved Services ____
- Technology ____
- Knowledge Enhancement ____
- Acquisitions ____
- Merger ____
- Vision Realization ____
- Leadership Changes ____
- Personal or Organizational ____
- Failure ____
- Natural Disasters ____
- Loss of Facilities ____
- Economic Challenges ____
- Change of Location ____
- Change of Doctrine ____
- External Growth Patterns ____
- Change of Covering ____
- Personnel Changes ____
- _____ ____

Brainstorm with your team and identify your shifts. Document your findings. Remember, the above list contains some reasons (challenges) that might have produced a shift. In the process that follows, you will want to identify shifts that have taken or are taking place. Recognizing and documenting how you have changed your direction, focus, mission, or goals are the goals of this exercise.

Recognize Questions

Shift One

List the shift (What changed?):

_____

_____

_____

_____

Answer why the shift occurred (What caused the shift?):

_____

_____

_____

_____

State the positive and negative results of the shift:

Positive:

1._____

_____

2._____

_____

3._____

_____

Negative:

1._____

_____

2._____

_____

3._____

_____

Recognize Questions

Shift Two

List the shift (What changed?):

_____

_____

_____

_____

Answer why the shift occurred (What caused the shift?):

_____

_____

_____

_____

State the positive and negative results of the **shift**:

Positive:

1._____

_____

2._____

_____

3._____

_____

Negative:

1._____

_____

2._____

_____

3._____

_____

Recognize Questions

Shift Three

List the shift (What changed?):

_____

_____

_____

_____

Answer why the shift occurred (What caused the shift?):

_____

_____

_____

_____

State the positive and negative results of the shift:

Positive:

1._____

_____

2._____

_____

3._____

_____

Negative:

1._____

_____

2._____

_____

3._____

_____

Rework Challenges

Challenges are one part of the process of change and development for an organization or ministry. Challenges will produce shifts and often are the results of shifts. Vision is often *future* focused, but its mission and major areas are typically *present* focused. If we can adequately address the challenges, we can accomplish the mission and ultimately fulfill the vision. Challenges in themselves become a working part of the mission process and actions steps of the vision. Like your shifts, reworking your challenges is a part of your evaluation and adjustment processes. This process of reworking your challenges has three steps: List, Link, and Line.

List the top six challenges. We recommend that you only list the top six because many challenges are interrelated. Listing only six will force you and your team to look for the core, or root, challenges and not the off-shoots. This step allows the team to agree on what is affecting the vision's fulfillment. Do not rush this process.

Link the challenges, if possible, to the current vision or mission statement. Some challenges can be linked to the current vision statement. If the current vision statement and its major areas of focus can accommodate the challenges, you may continue on your current course. However, we have found that many challenges will result in an organization or ministry having to alter its overall vision. Make a note of the challenges that do not link.

Line the challenges that do not link to the current vision, to the revised vision. Line challenges that do not link indicate that the vision or mission statement is in the process of revision. Please note that when you rewrite your complete vision, you must take into account these challenges that do not link to your present vision or mission statements. They must be accounted for in the revised vision. They are often accounted for in the major areas and action steps of the complete vision.

Vision Building Points:

- Challenges are normal for organizations and ministries.

- Challenges are positive in that they confirm growth patterns.

- Challenges are positive in that they confirm negative trends.

- Challenges provide opportunities for new leaders to emerge.

- Challenges may be personnel, facility, system, or financial in nature.

- Challenges are both man created and nature produced.

- Challenges are stepping-stones toward success.

- Challenges may produce vision shifts.

- Challenges are often the result of vision shifts.

- Challenges may result from right choices.

- Challenges may result from wrong decisions.

- Challenges have a mind of their own.

- Challenges may be road-blocks or road signs.

- Challenges can be conquered.

- Challenges provide opportunities to trust in God.

Rework Questions

Challenge One

The L.A.S Process: List, Answer, State

List the challenge:

_____
_____
_____
_____

Answer why the challenge occurred:

_____
_____
_____
_____

State the results of the challenge:

1._____
_____
_____
_____

2._____
_____
_____
_____

3.

_____

_____

_____

_____

Possible solutions:

1._____

_____

_____

_____

2._____

_____

_____

_____

3._____

_____

_____

_____

Can this **challenge** be linked to your current vision?   Yes ___ No ___

Rework Questions

Challenge Two

List the challenge:

_____

_____

_____

_____

Answer why the challenge occurred:

_____

_____

_____

_____

State the results of the challenge:

1._____

_____

2._____

_____

3._____

_____

Possible solutions:

1._____

_____

2._____

_____

3._____

_____

Can this challenge be linked to your current vision? Yes ___ No ___

Rework Questions

Challenge Three

List the challenge:

_____

_____

_____

_____

Answer why the challenge occurred:

_____

_____

_____

_____

State the results of the challenge:

1._____

_____

2._____

_____

3._____

_____

Possible solutions:

1._____

_____

2._____

_____

3._____

_____

Can this challenge be linked to your current vision? Yes _____ No _____

Rework Questions

Challenge Four

List the **challenge**:

_____

_____

_____

_____

Answer why the **challenge** occurred:

_____

_____

_____

_____

State the results of the **challenge**:

1._____

_____

2._____

_____

3._____

_____

Possible solutions:

1._____

_____

2._____

_____

3._____

_____

Can this challenge be linked to your current vision? Yes _____ No _____

Rework Questions

Challenge Five

List the **challenge**:

_____

_____

_____

_____

Answer why the **challenge** occurred:

_____

_____

_____

_____

State the results of the **challenge**:

1._____

_____

2._____

_____

3._____

_____

Possible solutions:

1._____

_____

2._____

_____

3._____

_____

Can this challenge be linked to your current vision? Yes _____ No _____

Rework Questions

Challenge Six

List the **challenge**:

_____

_____

_____

_____

Answer why the **challenge** occurred:

_____

_____

_____

_____

State the results of the **challenge**:

1._____

_____

2._____

_____

3._____

_____

Possible solutions:

1._____

_____

2._____

_____

3._____

_____

Can this challenge be linked to your current vision? Yes _____ No _____

Rewrite the Vision

Vision Building Flow Chart
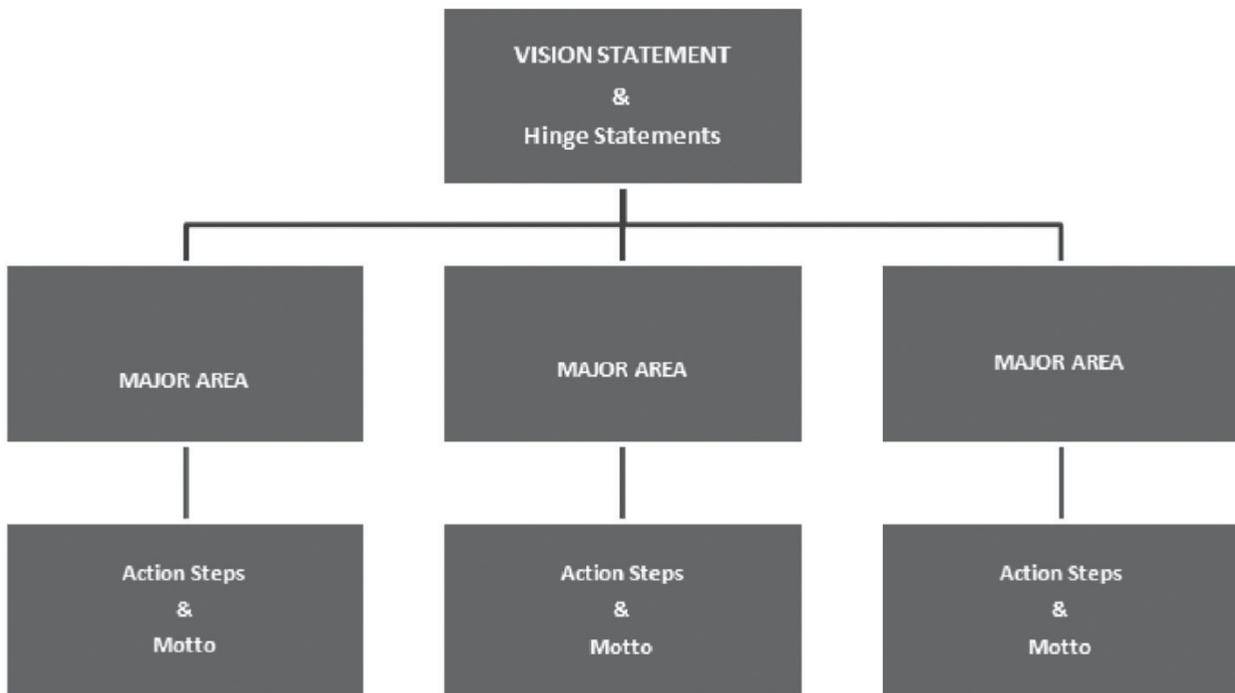
You are now ready to write or rewrite your vision. The writing or rewriting of your vision will involve a four-step process:

- Define your vision. This is the stating or restating of your vision statement. You will review your current vision statement, desired vision statement, shifts and challenges, and then readjust your vision statement as necessary.

- Design your major areas. You may wish to identify at least five major areas. These areas will pertain to the mission part of the vision and must take into account your shifts and challenges. Major areas may be developmental, maintenance, and growth related. Major areas may focus on people, places, programs, procedures, and products.

- Develop your action steps. You will develop a set for each major area. These are the steps to be taken to realize the goals of the major areas. Action steps may be the appointment of personnel that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by your leadership team. You may wish to be creative and develop your action steps by combining the two approaches.

- Declare your motto for each major area. This should be a brief statement expressing the goal of the major area. Mottos ought to be catchy and may be used in a variety of ways (bumper stickers, decals, etc.).

* Please note that the hinge statements are designed last because they express the complete vision in a condensed form.

Define Your Vision

Define your Vision. This is the stating or restating of your vision statement. You will review your current vision statement, desired vision statement, shifts and challenges, and then readjust your vision statement as necessary.

Vision Statement:

_____

_____

_____

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Major Area—One

Design your major areas. You may wish to identify at least five major areas. These areas will pertain to the mission part of the vision, and must take into account your shifts and challenges. Major areas may be developmental, maintenance, and growth related. Major areas may focus on people, places, programs, procedures, and products.

Design Major Area of Focus:

_____

_____

_____

_____

_____

_____

_____

_____

Team Leader: _____

He/She Reports to: _____

Team Members:

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

Major Area One — Action Steps

Develop your action steps. You will develop a set for each major area. These are the steps to be taken to realize the goals of the major areas. Action steps may be the appointment of personnel that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by your leadership team. You may wish to be creative and develop your action steps by combining the two approaches.

Make sure your action steps have timelines.

1._____

_____

2._____

_____

3._____

_____

4._____

_____

5._____

_____

Declare Your One—Sentence Motto

Declare your motto for each major area. This should be a brief statement expressing the goal of the major area. Mottos ought to be catchy and may be used in a variety of ways (bumper stickers, decals, etc.).

_____

_____

Major Area—Two

Design your major areas. You may wish to identify at least five major areas. These areas will pertain to the mission part of the vision, and must take into account your shifts and challenges. Major areas may be developmental, maintenance, and growth related. Major areas may focus on people, places, programs, procedures, and products.

Design Major Area of Focus:

_____

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_____

Team Leader: _____

He/She Reports to: _____

Team Members:

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

Major Area Two—Action Steps

Develop your action steps. You will develop a set for each major area. These are the steps to be taken to realize the goals of the major areas. Action steps may be the appointment of personnel that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by your leadership team. You may wish to be creative and develop your action steps by combining the two approaches.

Make sure your action steps have timelines.

1._____

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2._____

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3._____

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4._____

_____

5._____

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Declare Your Two—Sentence Motto

Declare your motto for each major area. This should be a brief statement expressing the goal of the major area. Mottos ought to be catchy and may be used in a variety of ways (bumper stickers, decals, etc.).

_____

_____

Major Area — Three

Design your major areas. You may wish to identify at least five major areas. These areas will pertain to the mission part of the vision, and must take into account your shifts and challenges. Major areas may be developmental, maintenance, and growth related. Major areas may focus on people, places, programs, procedures, and products.

Design Major Area of Focus:

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_____

_____

_____

_____

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_____

Team Leader: _____

He/She Reports to: _____

Team Members:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Major Area Three — Action Steps

Develop your action steps. You will develop a set for each major area. These are the steps to be taken to realize the goals of the major areas. Action steps may be the appointment of personnel that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by your leadership team. You may wish to be creative and develop your action steps by combining the two approaches.

Make sure your action steps have timelines.

1._____

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2._____

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3._____

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4._____

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5._____

_____

Declare Your Three—Sentence Motto

Declare your motto for each major area. This should be a brief statement expressing the goal of the major area. Mottos ought to be catchy and may be used in a variety of ways (bumper stickers, decals, etc.).

_____

_____

_____

_____

Major Area—Four

Design your major areas. You may wish to identify at least five major areas. These areas will pertain to the mission part of the vision, and must take into account your shifts and challenges. Major areas may be developmental, maintenance, and growth related. Major areas may focus on people, places, programs, procedures, and products.

Design Major Area of Focus:

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_____

_____

_____

_____

Team Leader: _____

He/She Reports to: _____

Team Members:

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

Major Area Four—Action Steps

Develop your action steps. You will develop a set for each major area. These are the steps to be taken to realize the goals of the major areas. Action steps may be the appointment of personnel that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by your leadership team. You may wish to be creative and develop your action steps by combining the two approaches.

Make sure your action steps have timelines.

1._____

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2._____

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3._____

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4._____

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5._____

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Declare Your Four — Sentence Motto

Declare your motto for each major area. This should be a brief statement expressing the goal of the major area. Mottos ought to be catchy and may be used in a variety of ways (bumper stickers, decals, etc.).

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Major Area—Five

Design your major areas. You may wish to identify at least five major areas. These areas will pertain to the mission part of the vision, and must take into account your shifts and challenges. Major areas may be developmental, maintenance, and growth related. Major areas may focus on people, places, programs, procedures, and products.

Design Major Area of Focus:

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_____

He/She Reports to: _____

Team Members:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Major Area Five — Action Steps

Develop your action steps. You will develop a set for each major area. These are the steps to be taken to realize the goals of the major areas. Action steps may be the appointment of personnel that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by your leadership team. You may wish to be creative and develop your action steps by combining the two approaches.

Make sure your action steps have timelines.

1._____

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2._____

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3._____

_____

4._____

_____

5._____

_____

Declare Your Five—Sentence Motto

Declare your motto for each major area. This should be a brief statement expressing the goal of the major area. Mottos ought to be catchy and may be used in a variety of ways (bumper stickers, decals, etc.).

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_____

Major Area—Six

Design your major areas. You may wish to identify at least five major areas. These areas will pertain to the mission part of the vision, and must take into account your shifts and challenges. Major areas may be developmental, maintenance, and growth related. Major areas may focus on people, places, programs, procedures, and products.

Design Major Area of Focus:

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_____

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_____

_____

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_____

Team Leader: _____

He/She Reports to: _____

Team Members:

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

Major Area Six—Action Steps

Develop your action steps. You will develop a set for each major area. These are the steps to be taken to realize the goals of the major areas. Action steps may be the appointment of personnel that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by your leadership team. You may wish to be creative and develop your action steps by combining the two approaches.

Make sure your action steps have timelines.

1._____

_____

2._____

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3._____

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4._____

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5._____

_____

Declare Your Six—Sentence Motto

Declare your motto for each major area. This should be a brief statement expressing the goal of the major area. Mottos ought to be catchy and may be used in a variety of ways (bumper stickers, decals, etc.).

_____

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_____

Major Area — Seven

Design your major areas. You may wish to identify at least five major areas. These areas will pertain to the mission part of the vision, and must take into account your shifts and challenges. Major areas may be developmental, maintenance, and growth related. Major areas may focus on people, places, programs, procedures, and products.

Design Major Area of Focus:

_____

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_____

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_____

Team Leader: _____

He/She Reports to: _____

Team Members:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Major Area Seven — Action Steps

Develop your action steps. You will develop a set for each major area. These are the steps to be taken to realize the goals of the major areas. Action steps may be the appointment of personnel that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by your leadership team. You may wish to be creative and develop your action steps by combining the two approaches.

Make sure your action steps have timelines.

1._____

_____

2._____

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3._____

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4._____

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5._____

_____

Declare Your Seven — Sentence Motto

Declare your motto for each major area. This should be a brief statement expressing the goal of the major area. Mottos ought to be catchy and may be used in a variety of ways (bumper stickers, decals, etc.).

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_____

Redesign Hinge Statements

Hinge Statements are important because they allow us and others to see the principles that hold our vision together. This exercise, when carried out properly, is valuable in that it reminds us that our vision must be sensitive to the needs of both the Lost and Saved Societies as well as the needs of our facilities.

Our statements become the hinges that hold the vision upright and allow for its movement and access. Core values are more easily derived from clear hinge statements.

Vision Building Points:

- Hinge Statements are maintenance and growth related.
- Hinge Statements may be displayed for all to see.
- Hinge Statements focus on people, products, and places.
- Hinge Statements are conversation starters.
- Hinge Statements are visible reminders.

Sample: *The CTC Network* (Client Related Hinge Statements)

- To collaborate with our clients to reach innovative solutions to their present challenges.
- To assist our clients in developing actions plans to ensure continued success.

Hinge Statements

Condense your vision statement and major areas into hinge statements. This is accomplished by looking over your vision statement, major areas, and motto statements, and then writing a brief statement that represents their core purposes.

PEOPLE: _____

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

_____

_____

_____

_____

PEOPLE: _____

Maintenance Statement:

_____

_____

_____

_____

Jonathan C. Carey

Growth Statement:

_____

_____

_____

_____

PLACES: _____

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

_____

_____

_____

_____

PLACES: _____

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

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_____

_____

PRODUCT: _____

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

_____

_____

_____

_____

Jonathan C. Carey 84

PRODUCT: _____

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

_____

_____

_____

_____

The process of success is often a widening circle, and its expansion is the direct result of the leader not only embracing the purposes of God, but the reality of needed change.

God Bless!

Counsel

"Smooth seas do not make skillful sailors."

African Proverb

COUNSEL

It is necessary for the leader to seek godly counsel. Leadership is a life-changing and challenging journey, and the counsel of others is vital for destination realization. Equally vital is the responsibility as a leader to give counsel to others.

Leaders interact with numerous people for any number of reasons; however, there are special persons needed in a leader's life who will help ensure personal and organizational success. In the following pages, you will find Steps to Success principles as they relate to three types of persons that you will need in your life at each level of career and/or personal development. The three types of persons are:

- A Barnabas
- A Timothy
- An Epaphroditus

Barnabas

"Who, when he came, and had seen the grace of God, was glad, and exhorted them all, that with purpose of heart they would cleave unto the lord. For he was a good man, and full of the Holy Ghost and of faith…" (Acts 11:23, 24).

The Christian leader Barnabas was an encourager. You have to be connected to an encourager. Your Barnabas will help you see the glass half-full as opposed to half-empty. When plans fail or unexpected challenges arise, your Barnabas will speak words of life to you. Usually, you will find that this person is often older than you and has traveled the road on which you are presently. However, at times God will send a younger Barnabas your way. Typically, a Barnabas is a person with insight beyond his years and a high level of spiritual maturity.

Our Scriptures show that a biblical model of Barnabas will:

➢ *Encourage you to remain true to God and His call upon your life.* He will never encourage you to abandon the call of God.

➢ *Encourage you to remain true with all your heart.* His words will help you remain focused and motivated. It is so easy to lose your drive due to the challenges and stress associated with leadership. Your Barnabas will encourage you to finish as strong as you started.

➢ *Be a good person.* Your Barnabas will have a good report of those within and without the church. A good person, reflected in his conduct, commitment, and conversation. Your Barnabas must be a true role model—an ambassador for Christ.

➢ *Be full of the Holy Spirit-faith.* Spirit-led, therefore his words bring life; faith-driven, therefore his life produces results. He has to demonstrate the essence of a spirit-led life. It is important to note that you may have different persons fulfilling this role at various times in your development. Some people will outgrow you, and some you will outgrow. People may change; however, the need for a Barnabas will remain consistent. As you continue to develop as a leader, it may very well be necessary to repeatedly seek out a Barnabas-type.

MY BARNABAS-TYPE

Name a Barnabas–Type for each area that is applicable:

1. Personal Development_____

2. Marriage Enrichment_____

3. Parenting Skills_____

4. Ministry Development_____

5. Career Coaching_____

6. Hobby Mentoring_____

7. Other_____ Person_____

Timothy

"Paul, an apostle of Jesus Christ by the will of God, according to the promise of life which is in Christ Jesus. To Timothy, my dearly beloved son: Grace, mercy, and peace, from God the father and Christ Jesus our Lord. I thank God, whom I serve from my forefathers with pure conscience, that without ceasing I have remembrance of thee in my prayers night and day; Greatly desiring to see thee, being mindful of thy tears, that I may be filled with joy; When I recall to remembrance the unfeigned faith that is in thee, which dwelt first in thy grandmother Lois, and thy mother Eunice; and I am persuaded that is in thee also. Wherefore I put thee in remembrance that thou stir up the gift of God, which is in thee by the putting on of my hands" (2 Timothy 1:1- 6).

Timothy was the Apostle Paul's son in the ministry. A wise, elderly missionary once told me that whatever you give away belongs to you twice. I asked for an explanation. He went on to explain that when you invest in the life of another, you see your gift not only in your life, but theirs, therefore, it is twice yours. Every Paul should have a ministry son, and the relationship should naturally develop into a mentoring process. From the quoted Scriptures, we see that a biblical model of Paul will:

➢ Identify with a protégé.

➢ Thank God for and remember their Timothy in prayer continually.

➢ Be emotionally attached. Desiring to spend quality time in mentoring and fellowship.

➢ Know the immediate family and discern spiritual traits.

➢ Encourage the stirring of gifts. He will challenge his protégé to maximize his potential.

➢ Acknowledge his role in his Timothy's spiritual life and gift development. He has a hand in his life and ministry.

MY TIMOTHY-TYPE

(Those Whom I Will Mentor)

Name a Timothy-Type for each area that is applicable:

1. Personal Development_____

2. Marriage Enrichment_____

3. Parenting Skills_____

4. Ministry Development_____

5. Career Coaching_____

6. Hobby Mentoring_____

7. Other_____ Person_____

I believe that the greatest ministry that a person will have is that of mentoring. It is important to build great organizations and ministries, but greater to assist in building great people. We ought to have a positive influence on as many people as possible. It need not be a lifetime of mentoring; it may be simply a season. Timothy types will constantly crisscross your path, be willing and prepared to mentor some of them.

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Epaphroditus

"Yet I supposed it necessary to send to you Epaphroditus, my brother, and companion in labour, and fellow soldier, but your messenger, and he that ministered to my wants. For he longed after you all, and was full of heaviness, because that ye had heard that he had been sick. For indeed he was sick nigh unto death: but God had mercy on him; and not on him only, but on me also, lest I should have sorrow upon sorrow. I sent him therefore the more carefully, that, when ye see him again, ye may rejoice, and that I may be the less sorrowful. Receive him therefore in the Lord with all gladness; and hold such in reputation: Because for the work of Christ he was nigh unto death, not regarding his life, to supply your lack of service toward me" (Philippians 2:25-30).

Every leader must have a friend with whom he can look across the table and share his heart. Epaphroditus was this kind of friend. Paul calls him a brother. Leadership is quite difficult at times, especially when you are in transitional phases and shifting from one scope of ministry and embracing another. Shifts will take its toll on a leader. You cannot expect personal counsel from those you serve, and it's at these moments that you comprehend the importance of, and desire, the companionship of a brother. Do you have that kind of friend, a person with whom you may share your fears, dreams, and failures? Every leader needs a godly friend. Let's take a closer look at Epaphroditus.

> ➢ He was a brother, companion, and fellow soldier in the ministry. What allowed their relationship to be close was the common ground they shared. They had similar convictions and godly desires. They had the ability to sharpen each other. They walked parallel paths.

> ➢ He was there for Paul. Paul states, "He ministered to my wants." Friends are like medicine; they provide a healing touch. They give of themselves for their friends. Paul had wants in the form of personal needs, and his friend was here and provided comfort, companionship, and service.

> ➢ As a friend he neglected his own sickness for the betterment of his friend.

> ➢ As a faithful friend of a leader, others were instructed to hold him in high esteem. Being a friend of a leader requires a special quality. Leaders, it appears partly because of their visibility and transparency, have few friends.

> ➢ Epaphroditus jeopardized his own ministry and risked his life to serve a friend. His actions were love—advancement of the work of Christ motivated.

MY EPAPHRODITUS - TYPE

Name an Epaphroditus–Type for each area that is applicable:

1. Personal Development_____

2. Marriage Enrichment_____

3. Parenting Skills_____

4. Ministry Development_____

5. Career Coaching_____

6. Hobby Mentoring_____

7. Other_____ Person_____

God knits us with others and sometimes the relationship develops into a meaningful friendship. These friendships endure the test of time and trials. I have found that some of my Barnabas types have developed into lifelong friends. These three types are vital to your development and success.

_____

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_____

EVALUATE COUNSEL

To evaluate means to look over or inspect and see the good and the bad in something. When we evaluate here we are attempting to discover how we should view the step of counsel. In this evaluation process, you will also discover challenges that can hinder the receiving and giving of counsel.

Name four things that can hinder the giving or receiving of counsel:

1. _____

2. _____

3. _____

4. _____

PERSONAL DISCOVERY

What concerns you the most about counseling and mentoring?

_____

_____

_____

_____

Which of the three types (Barnabas, Timothy, or Epaphroditus) is the most challenging for you, and why?

_____

_____

_____

_____

_____

_____

_____

_____

Name three persons that you feel would give you godly advice. Make an appointment to see at least one and seek advice or steps in regards to your most challenging type.

1. _____

2. _____

3. _____

There Is Value in Having A Mentor and Coach

Let us now take a brief look at the value of a mentor and coach. Mentors and coaches may have to be hired, and their time honored by you.

As you seek godly advice, stay open for the Holy Spirit's connection with a mentor or coach. I have found that often it is not someone you expect. A mentor and coach may not stay with you for the long haul; often they are transitional in your life and endeavors. First Thessalonians 2:8 gives a brief, concise look at the heart of a mentor and spiritual coach, "We loved you so much that we were delighted to share with you not only the gospel of God but our lives as well" (Paraphrased). This is the attitude of a mentor and coach. They are willing to expose themselves and teach by example. They not only share the Word of God, but their lives as well.

You may, at times, require a mentor and coach who is an expert in a particular area. It might be administrative, managerial, goal setting, etc. This interaction may be needed and required for promotion to the next level. In the corporate world, it is called "executive coaching" and is normally sorted out and secured for employees climbing the leadership ladder. The Christian leader ought also to take full advantage of this service and process.

ABOUT THE SERIES

The entire series was developed to provide in a workbook form steps for personal and leadership success. It targets two groups. Firstly, men and women in leadership positions globally as a leadership development and life coaching tool, and secondly those desiring biblically—based personal development study materials.

Effective Leadership-Enquiring & Rebuilding – Nehemiah wore three hats: he was a cupbearer, a builder, and a governor. In our study, we will view the enquiring & rebuilding principles from his roles as cupbearer and builder. These timeless principles are timely in dealing with challenges with rebuilding and restoring that today's leaders face. This study provides several projects for you to undertake in order to enhance your learning of these God-given principles, including an Effective Leadership Personal Audit, which serves as an assessment tool and a goal-setting device.

Organizations & Ministries – Having a clear vision of where your organization or ministry is going is crucial for success. Unless the projected vision destination is clear to all stake holders it becomes difficult to:

- Select the best course
- Assign the necessary resources
- Create any semblance of organizational alignment

The 5R Circle Process provides the tools your team will need in the development or revision of a complete vision. The 5R Circle Process was developed over a three-year field-tested exercise and has proven to be worthwhile and effective for various organizations and ministries.

Administrators & Educators – There are numerous challenges facing today's school administrator and educator. As a result of these challenges many educational systems are struggling to stay afloat with visions that need to be rewritten. Jonathan with more than fifteen years as an educator designed this workbook with this purpose in mind. This timely 5R Circle Process workbook provides practical steps to success for administrators and educators, allowing them access to a tool for developing or rewriting a working vision for their workplace and personal lives.

For a Complete Listing of Books
WWW.JONATHANCAREY.ORG

ABOUT THE AUTHOR

Dr. Jonathan C. Carey as a Pastor, Author, and Certified Life Coach has dedicated his life to guiding others toward purpose fulfillment. His primary focus is collaboration with his clients to reach innovative solutions to their present challenges, and assisting them in developing actions plans to ensure continued success. The 5R Circle Process is his innovative approach to Life and Executive Coaching. Through this approach, you will receive a proven system; support and practical feedback to help you effectively address shifts in vision, challenges, and goals.

Jonathan's Personal Strategic Philanthropy Policy: I feel strongly about helping causes related to faith and education, that specifically address the needs of clergy and people of other countries who need help with fulfillment of purpose and personal empowerment to change. I envision fulfilling my strategic philanthropic goals with faith-based ministries that are multidisciplinary oriented, are visionary in nature, and whose areas of influence are regional in scope. Jonathan and his wife shena are the proud parents of three adult children.

Who We Are

The CTC Network, is a non-profit 501(c)3 organization that provides consulting, training, and coaching services to community leaders and individuals throughout Florida and The Caribbean.

What We Do

We begin with our 5RCircle Process and continue with in-depth consulting, training and coaching. Based on biblical leadership principles, we provide visionary leadership training to churches, organizations, schools and networks. Individuals can also participate and develop their leadership skills. Our training offers biblical perspectives on ways to turn a vision into reality. Our training is relevant to leaders in any field where objectives need to be realized.

Jonathan C. Carey

Where We Are

We invite you to invest your prayers, talents and financial resources with CTC Network USA to develop effective *Christian Leaders in The Bahamas and Caribbean Region* who will reach their communities for Christ.

How To Support

World Outreach Ministries serves as our Home Base Office. They serve us administratively in many ways. They handle our mailing lists, online donations, receipting, computer generated reports, and donor relations. Their services allow us to focus on our strengths which are providing consulting, training, and coaching services to emerging leaders and leadership teams.

For Tax Deductible Gifts:

1. Online Donations for our account –

www.WorldOutreach.org

Click Donate & select Jonathan & Shena Carey #76

(USA & International Cards accepted)

2. Or, Mail Checks to –

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Marietta, GA 30061 USA

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