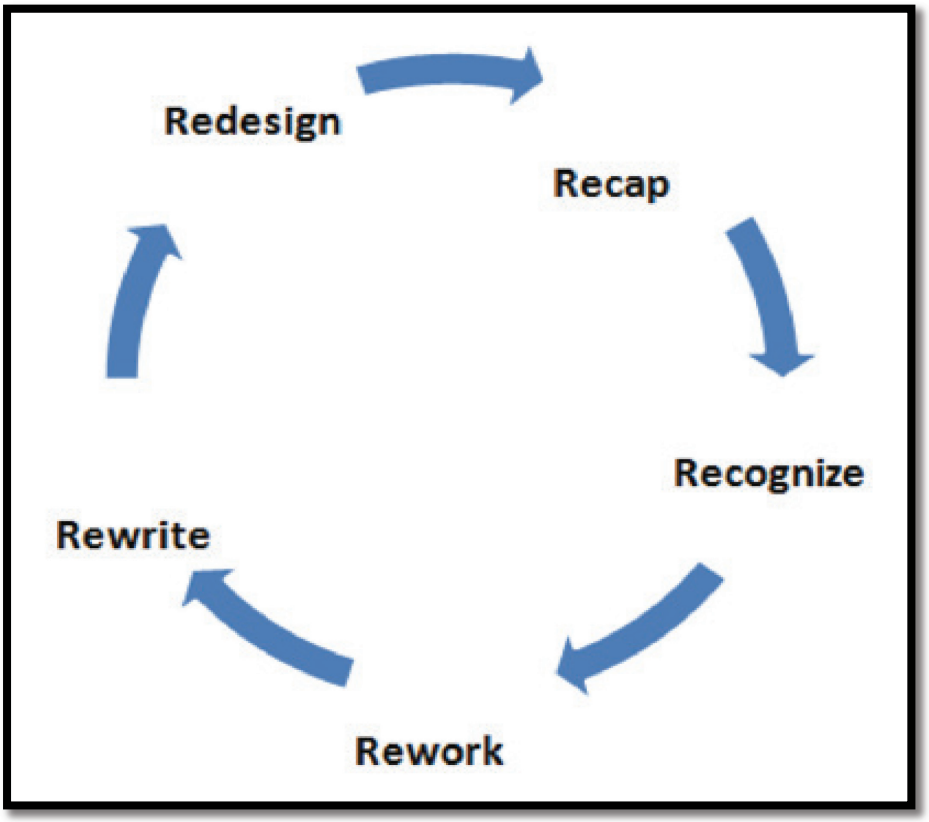
Steps to Success Series

The 5RCircle Process



Building Your Vision

School Administrators and Educators

CAREY PRESS
EQUIPPING ENCOURAGING EMPOWERING

The 5RCircle Process: Building Your Vision for School Administrators and Educators

© 2017 by **Jonathan C. Carey**
All rights reserved.
Published by Carey Press
www.careypress.online

This book or parts thereof may not be reproduced in any form, stored in a retrieval system, or transmitted in any form by any means without written permission of the publisher.

All Scripture quotations are taken from the Authorized King James Version of the Bible.

ISBN: 978-1978406025

For information on reordering please contact:

THE CTC NETWORK

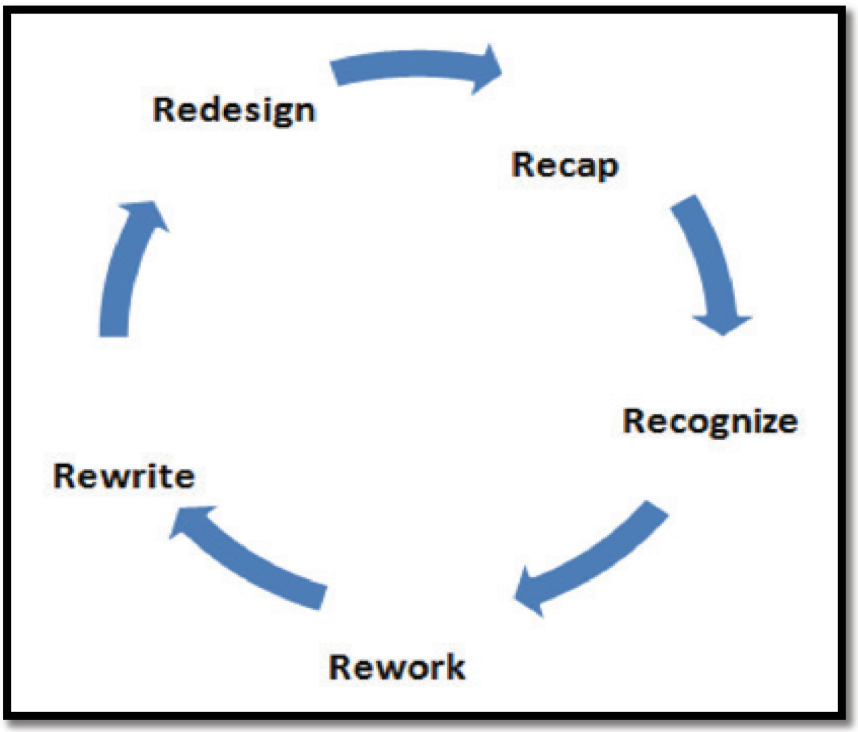
www.ctcnetwork.org

Or

Your Favorite Bookstore

Steps to Success Series

The 5RCircle Process



Building Your Vision

School Administrators and Educators

Jonathan C. Carey

Table Of Contents

BIBLICAL PERSPECTIVE 5
Introduction 11
The Essence of a Vision 12
Vision Building 14
Vision Building Points 18
Vision 21
Recognize Shifts 28
Rework Challenges 36
Rewrite The Vision 50
Redesign Hinge Statements 65
Recognize Shifts 74
Recognize Questions 78
Vision Building Points: 83
Rewrite The Vision 96
Redesign Hinge Statements 111
COUNSEL 116
EVALUATE COUNSEL 122
Who We Are 127

BIBLICAL PERSPECTIVE

There are many challenges facing today's school administrator and educator. Students entering classrooms below grade level, ineffective teacher evaluation components, bullying and other growing acts of violence, lack of supportive leadership and need for higher salaries. These challenges and others are stifling and crippling the educational process in many nations, as a result, systems and personnel are struggling to stay afloat with visions both personal and organizational in need of being rewritten. This workbook was developed with that purpose in mind. The workbook provides practical steps to success for administrators and educators, allowing them access to a tool for developing or rewriting a working vision. The CTC Network is committed to providing materials that are both biblical and practical in nature.

Successful personal-organizational developmental steps do flow from the pages of the Bible, but are these steps applicable for us 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.

"*And he gave some, apostles and some, prophets; and some, evangelists; and some, pastors and* ***teachers.***" Ephesians 4:11

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 Workbooks are* designed to be used as a standalone seminar or as a companion to the following seminars:

- *Practical Wisdom*
- *Fulfilling Purpose*
- *Effective Leadership*

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

To educators, we honor you for your commitment to developing tomorrow's leaders today.

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

Administrators and Educators

Workbook

Participant's Name

_____

Workshop Date

_____

Location

_____

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, ministries and individuals. 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, career or personal life
- To present the 5RCircle Process of a complete vision
- To provide a format for you and 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-developing endeavor. Let's begin the process!

"Chinese use two brush strokes to write the word "ability". One brush stroke stands for capable, the other for patient. How to gain ability is to be patient and persistent."

– Author Unknown

The Essence of a Vision

A vision is a clear, challenging picture of the future as you believe it must be.

What could be worse than being blind was a question posed to the great leader Helen Keller, who was physically blind and deaf, she responded: *"Having sight without vision."*

"Blessed are your eyes for they see." Matthew 13:16

"Write the vision and make it plain upon tables, that he may run that readeth it. For the vision is yet for an appointed time; But at the end it shall speak, and not lie. Though it tarry, wait for it; because it will surely come, it will not tarry." Habakkuk 2: 2, 3

It is important to have a vision. A vision conveys a focused direction to your thrust and helps create and ensure the continuation of an idea, project, or goal.

Equally important is the clarity of that vision. The vision should have 20/20 sight. A 20/20 vision *has discernment and short and long-range perspective in thinking*, for the reader it is plain or evident; it is unmistakably clear.

Every vision must have a mission. The mission is a road map and also a vehicle used by the vision for its success. Simply put, the mission is the main tool for accomplishing the vision. The mission contains the major areas of focus or goals, action steps for completion of stated goals, and a declaration or mission statement.

Here is an example of a Vision producing a Mission.

- The Vision of (Name of Institution) is to provide a quality education to all students in its care.

- The Mission of the administration, facility and support staff as it relates to the Vision is the implementation of systems (Personal and Administrative) to achieve the vision.

We could continue developing this process by listing the mission statement, major areas, and action steps all involved uses to complete this vision.

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.

Personal

- Family____
- Health____
- Relationships____
- Spiritual____
- _____

Professional

- After School Programs____
- Career Shift____
- Certifications____
- Classroom Decorum____
- Training____
- _____

Facilities

- Classrooms____
- Gymnasium_____
- House____
- Upgrades____
- _____

Social

- Organized Outings____
- Peers____
- Protocols____
- _____

Financial

- Budgeting____
- Investments____
- Retirement____
- Savings____
- _____

Staff

- Protocols____
- Recruitment____
- Training____
- Transfers____
- _____

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 Educator.

Your Current Vision Statement

Category

_____
_____
_____

Category

_____
_____
_____

Category

Category

Category

Category

Vision Building Points

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

Possible Components: Which components reflect your organization or career? 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 career and as a group discuss your findings.

The Driving Force: Are You_____?

- Cause Driven____
- Crisis Driven____
- Ethnicity Driven____
- Need Driven____
- People Driven____
- Personality Driven ____
- Perspective Driven____
- Power Driven____
- Pride Driven____
- Procedure Driven____
- Program Driven____
- Purpose Driven____
- Relationship Driven
- Results Driven____
- Time Line Driven____
- Tradition Driven____
- Vision Driven____
- _____ Driven____

Discussion Questions

We (I) are _____driven.

We (I) 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:

Vision

It is important to be able to write out your vision. A written vision is a biblical principle. It is critical that you remain committed to the writing exercise. As you progress with the exercises, you will see your corporate or personal vision take shape and become well defined.

By staying committed you and/or your team will identify the way forward for your organization or career. 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 or career to become.

What Kind of Organization or Educator 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 developing 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 career. We call this process *The* 5*RCircle Process.*

Administrator Version

"Teamwork gives you the best opportunity to turn vision into reality."

—John C. Maxwell

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 or career 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 or personal life 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. *Why was this organization 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 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 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.

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?

_____

_____

_____

What type of organization was it when it first launched?

_____

_____

_____

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

When was the organization started? Date

What was special about that time?

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

What type of facility?

Why was the organization started?

How did the organization develop? Please list major points, starting from its formation to its present state (name or location change, training, various leaders, etc.).

Date _____

Date _____

Date _____

Date _____

Date _____

Date _____

Recognize Shifts

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

There is any number of reasons why an organization experiences shifts in 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.

- 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 institutions, we have all experienced shifts in vision.

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

Shifts:

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

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 objectives 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. 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 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 a complete vision.

Vision Building Points:

- Challenges are normal for organizations, ministries and individuals.
- 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.

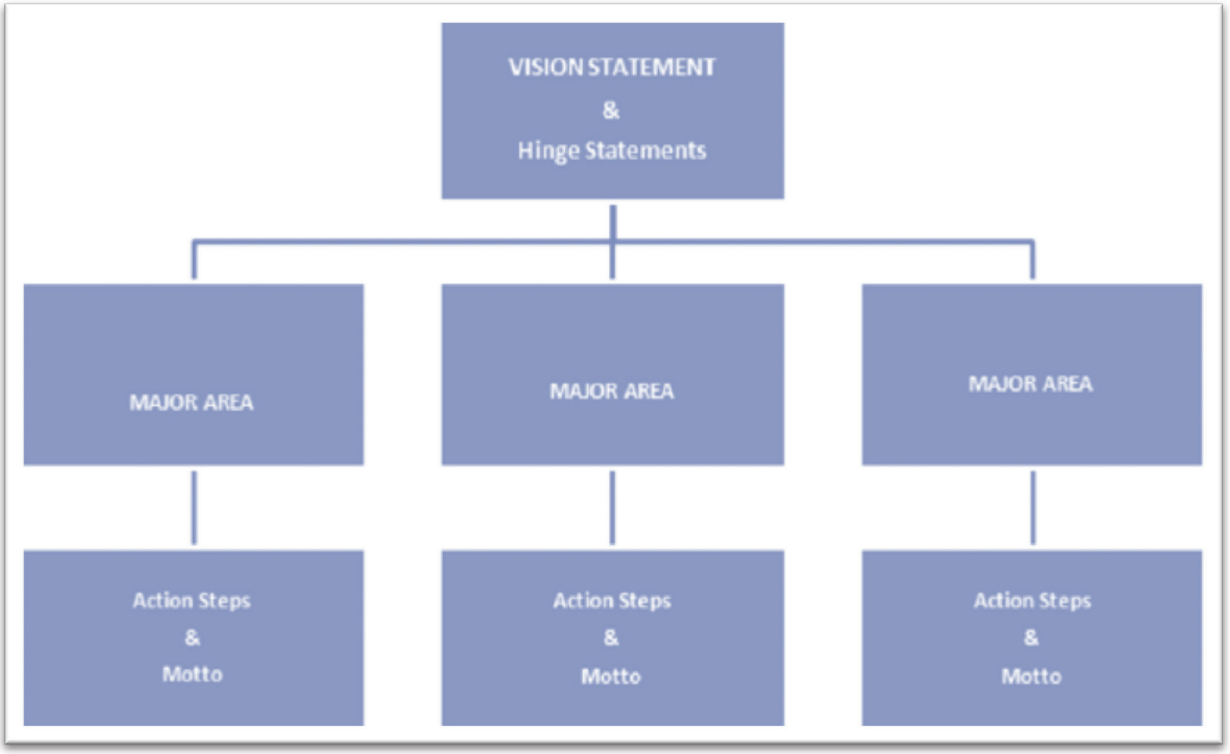
2.

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.

Rewrite the Vision | 47

Vision Statement:

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. _____

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:

_____

_____

_____

_____

_____

_____

_____

_____

Team Leader: _____

He/She Reports to: _____
Team Members:

1. _____
2. _____
3. _____
4. _____
5. _____

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._____
_____

2._____
_____

3._____
_____

4._____
_____

5._____
_____

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:

_____

_____

_____

_____

_____

_____

_____

_____

Team Leader: _____

He/She Reports to: _____

Team Members:

1. _____
2. _____
3. _____
4. _____
5. _____

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._____
_____

2._____
_____

3._____
_____

4._____
_____

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:

_____

_____

_____

_____

_____

_____

_____

_____

Team Leader: _____

He/She Reports to: _____

Team Members:

1. _____
2. _____
3. _____
4. _____
5. _____

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._____
_____

2._____
_____

3._____
_____

4._____
_____

5._____
_____

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.).

_____
_____

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:

_____

_____

_____

_____

_____

_____

_____

_____

Team Leader: _____

He/She Reports to: _____

Team Members:

1. _____
2. _____
3. _____
4. _____
5. _____

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._____
_____

2._____
_____

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.).

_____
_____

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:

_____

_____

_____

_____

_____

_____

_____

_____

Team Leader: _____

He/She Reports to: _____

Team Members:

1. _____
2. _____
3. _____
4. _____
5. _____

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._____
_____

3._____
_____

4._____
_____

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.).

_____
_____

Redesign Hinge Statements

Hinge Statements are important because they allow us and others to see the principles that hold our vision together.

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.

***(Write in the area)*: _____**

Maintenance Statement:

_____
_____
_____
_____

Growth Statement:

_____
_____
_____
_____

***(Write in the area)*: _____**

Maintenance Statement:

_____
_____
_____
_____

Growth Statement:

_____
_____
_____
_____

***(Write in the area)*: _____**

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

_____

_____

_____

_____

***(Write in the area)*: _____**

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

_____

_____

_____

_____

***(Write in the area)*: _____**

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

_____

_____

_____

_____

***(Write in the area)*: _____**

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

_____

_____

_____

_____

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

Educator Version

"Don't count the days, make the days count."

—Muhammad Ali

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'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 career 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 career or personal life is contained in the seed or seeds of its past. Having your past up-to-date so to speak will allow you to have readily available information for planning.

As you complete this exercise, pay special attention to the original purpose for selecting your career. *Why was this career necessary? Is its purpose still valid today?* Keep these two valid questions in focus; they assist in determining what shifts, if any, your career has or needs to make. Also, an understanding of history will be of great benefit to others by helping to prevent misunderstandings by producing a clear picture of your career steps.

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 a career can keep everything in proper perspective.

Recap Questions

Who was the principle person who influenced you to be an educator?

_____

_____

_____

What type of educator did you envision you would become?

_____

_____

_____

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

_____

_____

_____

When was your career started? Date

_____

_____

_____

What was special about that time?

_____

_____

_____

Where was the career started? *What* city, town, or settlement?

_____

_____

_____

Why did you start your career?

_____

_____

_____

How did your career develop? Please list major points, starting from its formation to its present state (training, internships, etc.).

Date _____

_____

_____

Date _____

_____

_____

Date _____

_____

_____

Date _____

_____

_____

Date _____

_____

_____

Date _____

_____

_____

Date _____

_____

_____

Recognize Shifts

Shifts in vision are normal. A shift occurs when a person changes direction, focus, mission, or goals.

There is any number of reasons why a person experiences shifts in 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 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 career; it gives you a snapshot of the changes taking place within the framework of your career.

- 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 and careers, we have all experienced shifts in vision.

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

Shifts:

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

Think over your career 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 a career. 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 a person having to alter his/her overall vision. This is also true of a career. 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 a complete vision.

Vision Building Points:

- Challenges are normal for individuals, 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._____

_____

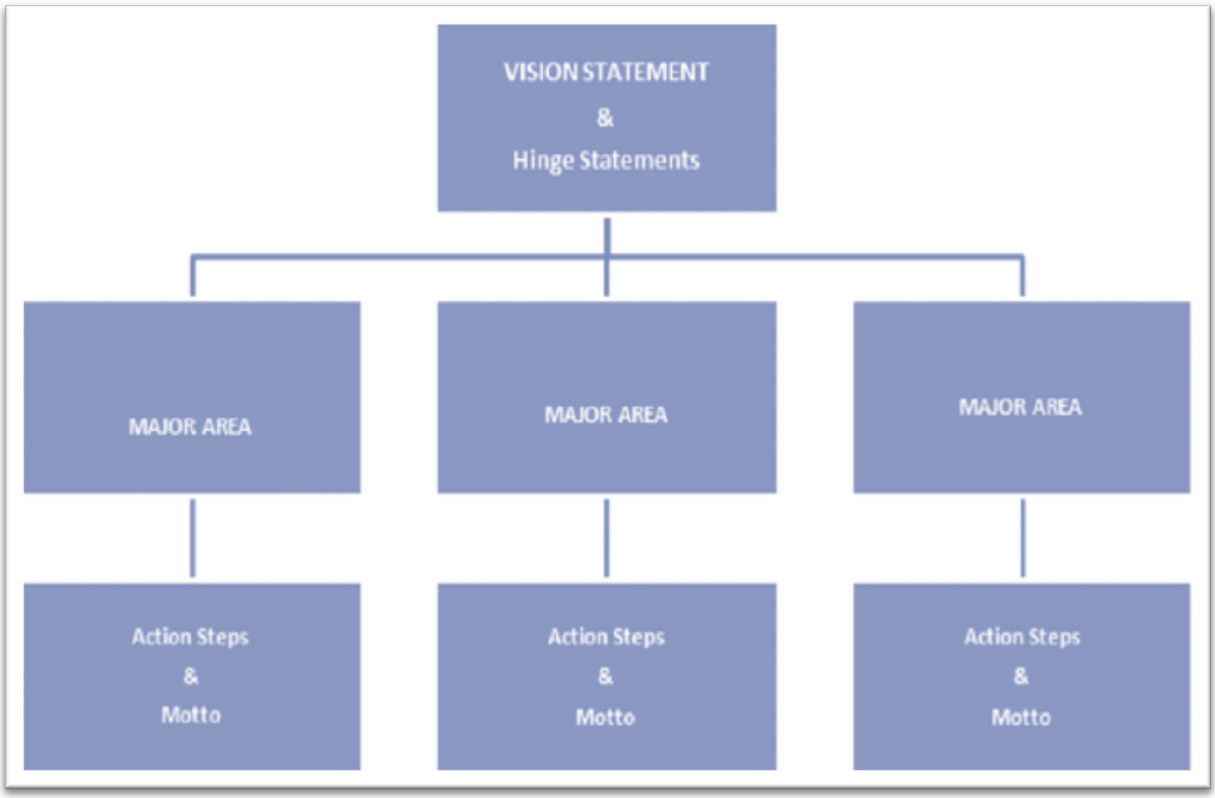
3._____

_____

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 students, peers, programs, procedures, goals and training.

- ***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 friends that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by you. 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.

Rewrite the Vision | 47

Vision Statement:

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 students, peers, programs, procedures, goals and training.

Design Major Area of Focus:

_____

_____

_____

_____

_____

_____

_____

My Support Team: the Vision

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 friends that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by you. 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 students, peers, programs, procedures, goals and training.

Design Major Area of Focus:

_____

_____

_____

_____

_____

_____

_____

My Support Team:

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 friends that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by you. 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 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 students, peers, programs, procedures, goals and training.

Design Major Area of Focus:

_____

_____

_____

_____

_____

_____

_____

My Support Team:

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

"I am not discouraged because every wrong attempt discarded is another step forward."

— Thomas Edison

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 friends that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by you. 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 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 students, peers, programs, procedures, goals and training.

Design Major Area of Focus:

_____

_____

_____

_____

_____

_____

_____

My Support Team:

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 friends that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by you. 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 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.).

_____

_____

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 students, peers, programs, procedures, goals and training.

Design Major Area of Focus:

_____

_____

_____

_____

_____

_____

_____

My Support Team:

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 friends that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by you. 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 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.).

_____

_____

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 students, peers, programs, procedures, goals and training.

Design Major Area of Focus:

_____

_____

_____

_____

_____

_____

_____

My Support Team:

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

"People of accomplishment rarely sat back and let things happen to them. They went out and happened to things."

— Leonardo da Vinci

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 friends that will be charged with the actual developing of action steps, or it may be the designing of the actions steps by you. 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 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.).

_____

_____

Redesign Hinge Statements

Hinge Statements are important because they allow us and others to see the principles that hold our vision together.

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 may focus on students, peers, programs, procedures, goals and training.
- 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.

***(Write in the area)*: _____**

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

_____

_____

_____

_____

***(Write in the area)*: _____**

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

_____

_____

_____

_____

(Write in the area): _____

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

_____

_____

_____

_____

(Write in the area): _____

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

_____

_____

_____

_____

***(Write in the area)*: _____**

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

_____

_____

_____

_____

***(Write in the area)*: _____**

Maintenance Statement:

_____

_____

_____

_____

Growth Statement:

_____

_____

_____

_____

The process of success is often a widening circle, and its expansion is the direct result of the educator 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

Administrators and educators are leaders entrusted with assisting with the development of emerging leaders. 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.

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.

_____
_____
_____
_____
_____
_____
_____

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.

Joseph - Fulfilling Purpose The principles and concepts are taken from the life of an Old Testament leader named Joseph and are found in the book of Genesis. Also provided is a Fulfilling Purpose Personal Audit. This audit serves as an assessment tool and a goal-setting device. Young Joseph knew at least two things: one, he was the favorite son. And, two that there was a special plan for his family. He realized that his clan received a generational calling from God through his great-grandfather Abraham. Abraham encountered God and was singled out by the Lord to be the father of many nations. Joseph wanted a special place in this generational calling.

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.

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 –

World Outreach Ministries

P.O. Box B

Marietta, GA 30061 USA

(designate for Jonathan & Shena Carey #76)