

Productivity vs. Stewardship

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Multigenerational Team

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NETWORK OF WOMEN MINISTERS

CALLED

*A Leadership Resource for
Women in Ministry*

advocate | collaborate | train
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plus

**20 Things I Wish I Knew
Before I Started Ministry**

and much more inside... 



NETWORK OF WOMEN MINISTERS

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AN OPEN LETTER FROM
NWM National Director,
Crystal Martin



Dear Leader,

Twenty-one years ago my husband and I purchased land, chose house plans in a *Better Homes and Gardens* magazine, and built our perfect home where we would raise our two sons. I remember choosing the warm colored paints of gold and red to cover the walls, shiny brass light fixtures, and a lovely green ceramic tile. My house was beautiful. Fast forward twenty years and everything looks the same. It seemed like overnight my paint was outdated, my carpet frayed, and my decor tired and frumpy. I decided to take on a sort of forced remodel. My plan to modernize was not rooted in a need to change, nor because I had grown weary of my color choice. Rather, it was because I felt I was on my way to becoming an out-of-date old lady. This notion scared me.

I share this story to showcase how I do not have a compulsion for change. I like things steady. Yet, for women in ministry, we are in an epic season of change. For generations women have had few choices or on-ramps into a ministry calling. Choices that did exist often included marrying a minister and becoming a pastor's wife, serving as a missionary, or taking an administrative or staff-type role. There have always been a few lead pastors, missionary leaders, or Network presbyters, but these were the exceptions. Those of us who lived within—and even thrived with—the paint color of the choices and opportunities of our past must not get comfortable and refuse to redecorate.

The color choices of this season looks toward women preaching at youth camps, Network conferences, and church pulpits across the nation. It will be common to see women leading church organizations, spearheading missionary endeavors, and serving on Network presbyteries. The thought of women having few options will be the color palette of the past. The future palette will see women stepping into all facets of ministry, walking side by side with our male ministry colleagues. Luke 10:38-42 showcases the biblical narrative of Jesus at the home of Mary, Martha, and Lazarus. Martha struggles wanting to live inside the color palette of her experience and tradition. Jesus paints using a new, kingdom color. Mary would be celebrated for learning at the feet of Jesus. Options were open for women that had rarely been seen in the past. Jesus would call it a better way.

As leaders in the Network of Women Ministers, it is time for us to redecorate. The called women of today are ready to step into the fullness of God's destiny on their lives utilizing the diversity of their ministry gifts. We must advocate for, collaborate with, and train our current and future women ministers. We believe the image of God and the Church of Jesus Christ will walk in full health as both men and women serve at every level of ministerial leadership. There are exciting, hopeful times ahead. Thank you for stepping into this Church-shaping movement.

4 Leadership Competencies

1

KNOWLEDGE

(what you know)

- biblical literacy
- cultural analysis
- community needs

2

EXPERIENCE/SKILLS

(what you did/do)

- field experiences
- Spirit-empowered life and ministry

3

CHARACTER/ATTRIBUTES

(who you are)

- spiritual formation

4

BEHAVIOR/ATTITUDES

(how you do it)

- fruit of the Spirit





MY DEAR FELLOW MINISTRY LEADERS,

Saehee Duran, NWM Training Coordinator

If you are reading this note, that means we already have a lot in common:

1. We both are **called and chosen by God** for such a time as this.
2. We both said YES to His call to ministry **leadership**, not just servanthood.
3. We both are resilient **pioneers, doers, and gifted multitaskers**.
4. We both are **life-long learners** with a never-ending to-do-list. Anyone feel tired?
5. We both **questioned our calling** and **felt alone** at times.
6. We both are passionate about paving the way for future female ministers.
7. We both are here in the **long run**.

The Network of Women Ministers would not be here today if it weren't for your obedience to God's call. What is that calling exactly? It is to die to our own desires, dreams, and passion while living for the mission of God in every season of our lives!

I know your journey has not been without struggles, but I believe you are a better champion for fellow female ministers today because you went through the fire. Every challenge, every fear, every rejection, every tear, and every glass-ceiling moment will all be used to strengthen our NWM tribe!

MY DEAR FELLOW MINISTRY LEADERS, (cont.)

We need your authentic voice to share with this generation what it means to be unwavering Spirit-led leaders in this increasingly diverse and divisive world. We need your voice of unity, healing, hope, and future!

This is why we created the NWM Leadership Resource **BY US, FOR US, and ABOUT US.**

We have used the four ministry leadership competencies as we devel-

oped this resource. These may not be overtly obvious, but that was intentional as these are not cut-and-dry and often overlap in practice:

1. What we know (knowledge)
2. What we do (skills/experiences)
3. Who we are (attribute/character)
4. How we do it (attitude/behavior)



Our national training team has worked hard to create something that is a value-added to your ministry leadership as you invest in others. You will gain much insight and wisdom from various influential voices within our AG Fellowship along with relevant resources and data that will enhance your leadership.

Keep in mind this Leadership Resource is an open-ended project. Please feel free to contextualize it to make it yours and fit the needs of your constituents. I pray you will find it resourceful and timely!

My training team and I are praying for you as you train, empower, advocate for, and mentor young leaders. May God

anoint you with divine wisdom, strength, compassion, and courage! Please let us know how we can serve you and resource you better. We are LISTENING!

Finally, I will leave you with this word from the Apostle Paul: **“I thank God every time I remember you.** In all my prayers for all of you, always pray with joy because of **your partnership in the gospel** from the first day until now, being confident of this, that **he who began a good work in you will carry it on to completion** until the day of Christ Jesus” (Philippians 1: 3-6)



A BRIEF HISTORY OF THE AG NETWORK OF WOMEN MINISTERS

In the last days, God says, I will pour out my Spirit on all people. Your sons and daughters will prophesy, your young men will see visions, your old men will dream dreams.
Acts 2:17 NIV

Women have played an integral role in the Assemblies of God since its inception in 1914. The Network of Women Ministers, originally named The Task Force for Women in Ministry, was created at the urging of the General Superintendent and placed under the direction of Dr. Beth Grant in 1999 to provide support and training for credentialed women and those looking to fulfill their ministerial call. As a result of this initiative, the ratio of women ministers to men ministers within the Assemblies of God is at an all-time high. Crystal Martin assumed the role of Director of the Network of Women Ministers in 2017.

The mission of this network is to see women move from recognition of their call to placement in ministerial leadership. This will be accomplished by cultivating a culture that identifies gifts and opens doors to position women in ministry. Growth within this culture is achieved by creating opportunities for connecting, coaching, mentoring, and equipping women in ministerial and leadership competencies. With this in mind, we aspire to fully integrate the women of this generation and the generations to come, into every organizational level of ministerial leadership.



ethos

The characteristic spirit of a culture, era, or community as manifested in its beliefs and aspirations.

MISSION

We are a professional organization mobilizing women to fulfill their ministerial call.

BELIEF STATEMENT

The image of God is best reflected and the church of Jesus Christ is healthiest when both men and women are empowered to fulfill their calling at every level of ministerial leadership.

VALUES

Honor *Devoting ourselves to one another, we will respect and serve ministry colleagues in humility valuing them above ourselves.*

Authenticity *Sharing our ministry stories, we will speak words of truth and model grace.*

Forgiveness *Releasing real and perceived ministry offenses, we will rely on God's redeeming love.*

Hope *Engaging in the mission and living by our values, we will step into our best days as women ministers.*

POINTS OF ENGAGEMENT

Advocate *Cultivating a diverse culture that identifies gifts and opens doors to position women in ministry.*

Collaborate *Creating opportunities for women through connecting, coaching, and mentoring.*

Train *Equipping women in ministerial and leadership competencies.*

Let love be genuine. Abhor what is evil; hold fast to what is good. Love one another with brotherly affection. Outdo one another in showing honor. Do not be slothful in zeal, be fervent in spirit, serve the Lord. Rejoice in hope, be patient in tribulation, be constant in prayer.

ROMANS 12:9-12 (ESV)

CONNECT



[@agwomenministers](https://www.instagram.com/agwomenministers)



[facebook.com/agwomenministers](https://www.facebook.com/agwomenministers)



[youtube.com/networkofwomenministers](https://www.youtube.com/networkofwomenministers)



[womenministers.ag.org](https://www.womenministers.ag.org)



STATISTICS

on Women in Ministry in the Assemblies of God

- **27%** of 37,500+ ministers with the AG are women
- **5.8%** (*more than 600*) of our lead pastors are women
- Out of approximately 350 General Presbyters, 15 women have been elected. (There are other appointed positions.)
- We currently have 5 woman serving as district officers across our geographical and Hispanic districts
- **61%** of all credentialed men are ordained as opposed to **34%** of all credentialed women who are ordained
- Beyond the AG, there is a **29%** pay gap with women clergy being paid less than men in ministry even though women earn more bachelor and graduate college degrees than men⁽¹⁾
- The General Council Executive Presbytery is comprised of **14%** women

1. <https://churchexecutive.com/archives/church-financial-wellness-22>

Meet our friends:

Ruby, Monica, Shannon & Sandy

The resource you hold in your hands is a labor of love stitched together by your sisters, to equip you and inspire you to not only fulfill God's call in your life but to invest in the lives of those around you so they will be empowered to fulfill their calling.

To that end, this resource contains four fictionalized stories of women who are personified mosaics of many women ministers we find in our fellowship today. Although their stories are fiction, the struggles we have written about are all too real. We hope these stories will help make the invisible but common issues many women in ministry face visible to others around them.

If we can see them in their struggle, perhaps we can offer the appropriate solutions. As leaders of leaders, you have the capacity to mentor, minister, and make a way for those that come behind you. We wanted to put a name and a face to these women, so you can prayerfully consider how you might invest in their ministerial calling.

Like all fictionalized stories, these avatars have their limitations. You may or may not know a woman who fits these descriptions, but the life cycle and suggestions given to aid in the development of each avatar might help you process the needs of the real women in your life. There may not be complete congruency between the avatar's story and the ones you know from real life, but perhaps there are threads of commonality.

As you read the stories of Ruby, Monica, Shannon and Sandy, may the Lord help you recognize their counterparts in your life that need your valuable voice.

I'm cheering you on as you run the race the Father has set before you!

For His Renown,

Cynthia Gandhi Dobbs





NWM asked a selected group of high-level AG ministers the following four questions related to ministry leadership competencies:

- Q1. What are the top books every female minister must read?
- Q2. What are some vital ministerial skills every minister must master?
- Q3. What things do you wish our male colleagues knew about our journeys?
- Q4. 20 things I wish I knew before starting ministry.

Grab a pen and get ready to highlight, underline, or circle all that stand out to you! These are tried and tested resources from our own tribe. Enjoy these hidden treasures sprinkled throughout this guide!



MEET *Ruby*



Ruby

is a twenty three year old, multiethnic young woman who has just graduated college. Ruby is contending with 40-50K in debt, and is actively trying to find her first position in ministry. She has applied to dozens of churches, but no one has responded yet. She champions social justice, as an extension of her deep devotion to a 'just' God. She is actively trying to bridge the gap between Christian and non-Christian friends. She sees the toxicity of certain Christian leaders and is turned off by the institutionalization of the Church. She is somewhat jaded by the duplicity of some ministers. Thoughts about leaving the church haven't been too far, compounded by skepticism, woundedness, feelings of rejection and the reality of being passed over one too many times. Ruby is looking for authenticity and real relationships and is struggling to find them. She needs to hear that God is the God of Justice, and be taught how to attach her desire for social justice to Kingdom justice. She needs the right open door, and opportunities to answer the call of God in her life through her first ministerial position.

MEET RUBY (cont.)

Ruby opened the door to the tiny apartment she shared with her dog Zorro and 3 other roommates. She flung her keys on the counter as her eyes landed on a piece of mail. She grabbed the letter along with the rest of the mail it was suspiciously hiding. She opened the first one. It was a letter requesting payment on her delinquent and massive student loan debt. "Huh" she sighed as Zorro toddled beside her. "I can't even" she said aloud to no one in particular.

Ruby is 23, she graduated college just last year. She was called to ministry at a youth convention when she was just 12 years old. Pursuing her Bachelors in Theology from a Christian University was her first step in pursuing her call, or so she had thought.

After sending out her resumes to more than a dozen churches over the last year she is still having a hard time finding a position that will put her skills to use in the church world. Her parents are nervous because of her student loan debt and lack of a stable job. It was hard enough to convince them that a career in ministry was viable, but now, getting them to believe that she was called to ministry was a herculean task. This has forced Ruby to take a job while she waits for some church to call her back.

Meanwhile, she has put her interest in photography to work, literally. She is the favorite photographer of her young friend group. Just this week she has booked two weddings and a baby shower.

She spends more time at church now than ever before, not pursuing her call, but recording special moments for her friends and family. Ruby is also a Barista at the local café and has found many friends among her fellow workers and regulars at the store.

Her heart still beats to tell people about her love for Jesus, so she shares what she has learned about justice and faith with her social media following.

The discrimination she faced growing up as a woman of color drew her to the liberating love of Jesus and gave her a sense of belonging and unity with believers from all backgrounds. But now, as an adult her rejection from the unanswered job enquiries, and the number of times she was passed over or rejected have reduced her capacity to trust the church.

The hypocrisy she has seen in church leadership have left her a bit jaded and added to her mistrust even more.

Making friends inside the church is hard because of this, but making friends outside of the church has also been hard because of the differences in lifestyle and beliefs.



After sending out her resumes to more than a dozen churches over the last year she is still having a hard time finding a position that will put her skills to use in the church world.



MEET RUBY (cont.)

Ruby, threw herself on the couch dejectedly, weighed down by the heaviness of her thoughts. She felt alone.

She lifted her thoughts heavenward, “What am I doing wrong here, God?” she whispered.

“Did you really call me? If only I knew.”

Dear Reader, Do you know a Ruby?

What does Ruby need?

- A mentor, and encourager
- Learn about soul care, spiritual disciplines
- Needs to hear that God is the God of Justice/attaching their social justice to Kingdom justice;
- Needs the right open door
- Needs to know whom to follow or “Will follow an affirming leader to the wrong grave”

20 THINGS I WISH I KNEW

BEFORE STARTING MINISTRY

We asked female ministers to tell us if they could go back in time to talk to their younger selves, what lesson would they want to pass along to make their ministry journey a little easier? We invite you to learn from their wisdom as you begin your own journey!*

01

I wish I knew more about the spiritual tension or warfare pastoring would bring.

02

I wish I knew that emotional resilience was required to step into an already established church with 75 years of history.

03

I wish I knew it was okay to step out and do what God called me to do earlier on in my life--so many wasted years feeling unsure!

04

I wish I knew that having friendships in ministry was important for my heart health, not just for networking.

05

I wish I knew how to deal with toxic people and resolve conflict biblically.

06

I wish I knew legal issues concerning the church.

07

I wish I knew how to properly pace life and ministry.

08

I wish I knew how to build a building along with investment basics.

09

I wish I knew how to hire good staff.

10

I wish I knew not to put men in ministry on a pedestal—they are figuring it out as they go just as we are.

11

I wish I knew Jesus has already given me permission to lead. Don't sit around and wait for men to give you a green light or invitation to lead.

12

I wish I knew obedience is success. Nothing more. Nothing less.

13

I wish I knew how to embrace confidence in God's abilities, not my own.

14

I wish I knew how to read more and commit to being a life-long learner.

15

I wish I knew how to build a healthy community. You go farther faster with the help of others.

16

I wish I knew how to set boundaries. You will have to say no in order to give your best yes to what God is calling you to.

17

I wish I knew how to enjoy the journey. Take a sabbath and guard it fiercely.

18

I wish I knew how to get counseling for your issues because if you don't deal with your personal pain, it will deal with you.

19

I wish I knew how important it is to take naps and eat chocolate daily. This is the key to success!

20

I wish I knew that I would never regret spending time with my family over doing other "important" ministries. The world—and even the church—will go on without you. So, stop what you're doing right now and spend time with your lovely family.

PRODUCTIVITY VS. STEWARDSHIP

A meditation on approaching your work devotedly, burning strong for the sake of the Gospel without burning out.

CYNTHIA GANDHI DOBBS



Have you ever had one of those wheel-spinning days? Where no matter how hard you worked you found yourself unable to move anything forward?

Well, I was having one of those days. My long list of “must-do’s” ended up not getting done no matter how hard I tried. I was measuring the success of my day and realized, there hadn’t been much productive work that had come out of that day.

As a goal-oriented type A person, I was feeling pretty down about myself. I thought perhaps God felt the same way about me too. I had not shown my faith by my works that day, and it was eating at my self-worth.

That’s when God spoke. He began talking to me in that familiar voice, impressing His thoughts upon my heart like He had done a hundred times before. He reminded me that He had called me to stewardship, not productivity. He invited me to assess

But someone will say, “You have faith and I have works.” Show me your faith apart from your works, and I will show you my faith by my works.

James 2:18





PRODUCTIVITY VS. STEWARDSHIP

(cont.)

the success of my day through the lens of my stewardship.

I pondered over my day again, using the fresh lens of stewardship; had I spent this day taking care of the things of God in my life?

The reason for my non-productive day had been interruptions. Some of them were necessary interruptions that gave me the opportunity to steward the well-being of the people in my life. Like a phone call from a friend that really needed a listening ear, or an unforeseen errand to help a student I dearly loved or pausing to visit with a neighbor I rarely saw. These interruptions contributed to the care of the most important thing God has placed in my hands to steward, people.

Other interruptions were absolutely unnecessary, like going down the social media rabbit hole, or letting my curiosity about things capture my attention a lot

longer than they ought to have, or even saying “yes” to a coffee run just to get away from my desk.

These things were bad stewardship. They did not contribute to the care of things that God had entrusted me with. Worse, they took me away from the work of stewardship of the ministry God had called me to, as indicated by the tasks on my to-do list.

This led me to meditate on the nature and benefits of stewardship as opposed to productivity. Today many ministers face burnout chasing metrics and measuring their success by what they produce. Meanwhile, God yearns to give us rest and swap our heavy yoke for His light one. He desires that we see the work of ministry as an act of co-laboring with Him, and that we approach it as an extension of the overflow of our



PRODUCTIVITY VS. STEWARDSHIP

(cont.)

relationship with Him as we obey His command to be stewards of the Earth.

But to know how to steward well, we need to know how stewardship differs from productivity.

Below are a few ways we can tell the difference.

- **To produce** is to make “something up” by oneself. Productivity starts with me and ends with me.
- **To steward** is to make something “out of” what God has given me. Stewardship starts with God and ends with God, with us in the middle bridging the gap between the natural and the supernatural.
- **Production** measures numbers, **stewardship** measures obedience.
- **Production** promotes pride (I’m so great I got things done), **Stewardship** promotes humility (Stewards are servants.).
- **Production** asks, “How much can I get done”.
- **Stewardship** says, “What must I do, so that ‘Thy will be done’”.
- **Productivity** demands that you burn the candle on both ends to be successful.
- **Stewardship** knows that it was all His before it ever was mine, and He is quite capable of caring for things as I rest in Him. Thus, it honors the Sabbath.
- **Productivity** suggests that you should learn a skill others don’t have, and therefore make yourself indispensable.
- **Stewardship** knows there is no such thing as indispensability in the Kingdom of God. Stewards must always be about finding their replacements (Discipling). They work themselves out of a job, frequently. They are ready when their race is run to hand the baton to someone they have prepared from the next generation.
- **Producers** are tempted to say “yes” to everything, so they can produce the most and be known for being busy. (Then when people don’t notice the busyness, producers get anxious and worried).
- **Stewards** say “yes” only to God, and therefore only to things that He would assign them to spend their lives on.
- **Producers** have two masters, self ambition and human “vision”.
- **Stewards** have one Master and they are driven by His command to take dominion.
- **Productivity** is concerned with control, cleverly disguising this as “efficiency”.
- **Stewards** hold things loosely, with open hands, caring for the things entrusted into their hands with love for as long as God allows them to carry them. They are



PRODUCTIVITY VS. STEWARDSHIP

(cont.)

ready to release them the minute God chooses to reassign the work to someone else.

At the end of a very productive life, the writer of Ecclesiastes found the labor and toil of all his work to be meaningless. He was burnt out on life because his focus had been to achieve, experience, indulge, and have something to show for it all.

"Then I considered all that my hands had done and the toil I had expended in doing it, and behold, all was vanity and a striving after wind, and there was nothing to be gained under the sun."
Ecclesiastes 2:11

King or a commoner, productivity ultimately kills. It is a joy stealer, peace

thwarting, anxiety inviter, and burnout inducer.

When all is said and done, our faithfulness to steward the things of God satisfies our souls more than any amount of busyness can.

I invite you today to look through the lens of stewardship to keep your soul from feeling the unnecessary burden to produce.

We were called to the journey of walking alongside the Father to tend the Earth. His love fuels our vision to steward. There is rest when we walk with trust in Him.

CAN YOU THINK OF MORE WAYS IN WHICH PRODUCTIVITY DIFFERS FROM STEWARDSHIP? ON THE NEXT PAGE OR IN YOUR OWN NOTEBOOK, TAKE SOME TIME TO LIST YOUR THOUGHTS.

Productivity

Stewardship



Must Read Books

FOR EVERY FEMALE MINISTER



- **Canoeing the Mountains: Christian Leadership in Uncharted Territory** by Tod Bolsinger
- **Communicating for Change: Seven Keys to Irresistible Communication** by Andy Stanley
- **Dare Mighty Things: Mapping the Challenges of Leadership for Christian Women** by Halee Gray Scott
- **Dare to Lead: Brave Work. Tough Conversations. Whole Hearts** by Brene Brown
- **Developing Female Leaders** by Kadi Cole
- **Didn't See It Coming: Overcoming the Seven Greatest Challenges That No One Expects and Everyone Experiences** by Carey Nieuwhof
- **Emboldened** by Tara Beth Leach
- **Emotionally Healthy Spirituality** by Peter Scazzero
- **Executive Presence: The Missing Link Between Merit and Success** by Sylvia Ann Hewlett
- **Help! I'm in Charge** by Rod Loy
- **Hero Maker: Five Essential Practices for Leaders to Multiply Leaders** by Dave Furgeson
- **How Women Rise** by Sally Helgesen & Marshall Goldsmith
- **Just Lead! A No-Whining, No-Complaining, No-Nonsense Practical Guide for Women Leaders in the Church** by Jenni Catron and Sherry Surratt

- **Lead so Others Can Follow** by Jim Bradford
- **Leadership and Self-Deception** by Arbinger Institute
- **Leadership Pain: The Classroom for Growth** by Samuel R. Chand
- **Leading on Empty: Refilling Your Tank and Renewing Your Passion** by Wayne Cordeiro
- **Made to Lead: Empowering Women for Ministry** by Nicole Martin
- **Margin: Restoring Emotional, Physical, Financial, and Time Reserves to Overloaded Lives** by Richard Swenson
- **Overcoming the Dark Side of Leadership: The Paradox of Personal Dysfunction** by Gary L. McIntosh, Samuel D. Rima
- **Pivot Leadership** by Angela Craig
- **Road Trip Leadership** by George O. Wood
- **The 4 Disciplines of Execution: Achieving Your Wildly Important Goals** by Chris McChesney, Sean Covey, Jim Huling
- **The Confidence Code: The Science and Art of Self-Assurance: What Women Should Know** by Katty Kay and Claire Shipman
- **The Making of a Leader: Recognizing the Lessons and Stages of Leadership Development** by J. Robert Clinton
- **The Road Back to You: An Enneagram Journey to Self-Discovery** by Ian Morgan Cron
- **The Ruthless Elimination of Hurry** by John Mark Comer
- **Unoffendable** by Brant Hanson
- **When to Walk Away** by Gary Thomas
- **Work with Me: How Gender Intelligence Can Help You Succeed at Work and in Life** by Barbara Annis and John Gray




Must Read Books

FOR EVERY FEMALE MINISTER



MEET *Monica*



THIRTY YEAR OLD

Monica

is a single, credentialed woman working in some level of ministry. She is still new to ministry, and is bi-vocational to support herself, since her ministerial position does not provide enough income to sustain her modest lifestyle. Her biggest fear involves her next steps in life and ministry. She wonders if she has a place in ministry, if her voice would be heard among her colleagues, and if she would have to do ministry alone. She needs life giving friendships and a mentor or two in her corner. She hasn't seen many female leaders in her district and male leaders are reluctant to mentor her because of her singleness.

Monica wiped a bead of sweat off her nervous brow as she walked into the large fellowship hall. All the movers and shakers, the important people in her district, chatted away in a cacophony of noises completely unaware of her entrance into the room. They sat at round tables in relative relaxation compared to her current nervous state. As a single, newly credentialed woman in her 30's, she didn't know many of her colleagues in the room. She scanned the room for familiar faces. There were a few she recognized at one table. But they could not see her from where she stood. Besides, most of them were already engaged in deep discussions. There was a chair at their table though.

“Do I walk up to the table and interrupt the ones I know?” she wondered, “Or do I introduce myself to some of the new people at another table?”

She caught a glimpse of silver hair, and realized who it was. The most respected woman in the room, a retired missionary, and now a respected Pastor at a local congregation. This woman's courage to serve Jesus in untamed jungles, inspired Monica as a young girl. Monica longed for mentorship, especially from someone like this woman who had left to serve Jesus in unknown shores as a single woman in her thirties. But, even as the thought rose up, she swallowed

it down.

“How can I ask her to mentor me? What if she doesn't want to talk to me?” she muttered to herself discouragingly.

By the time she recovered from that momentary distraction, the only seat left at the table with her friends was taken.

A couple walked in. She watched the man closely, as he shouted a “hi” across the room to his friends. They motioned him over, his wife followed closely beside him to a seat at the table.

Monica secretly wished for a champion who would usher her to a seat among friends too. But a husband was perhaps the farthest of all her concerns. She was currently occupied with sorting out her calling. What was next for her? Where would God send her? What qualifications would she need to be effective in her new role? Would she have a new role? And finally would she meet someone secure in himself, and no longer be insecure about her calling?

Even though she had grown up in church, the world of church leadership was alien to her. She felt like a fish out of water. Her parents had been supportive of her choice to become a minister, but had raised strong concerns on her

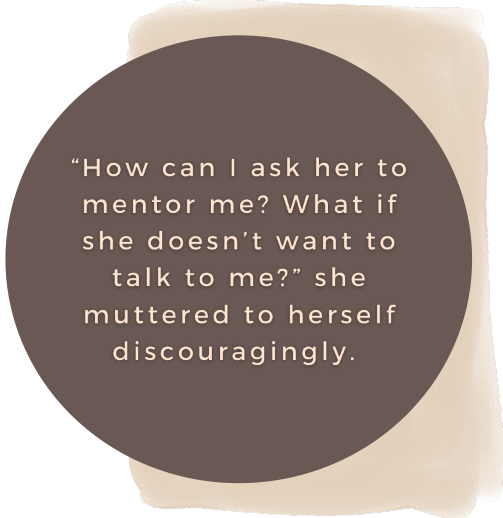
financial viability. Women ministers were paid less, they reasoned with her, and there was all her Bible college debt that required a stable job to be addressed appropriately.

Monica shook herself back to reality as she realized she had been inadvertently staring at the woman recently seated next to her husband, the one that had walked into the room a few moments ago. Her face flushed as she tried to avert her eyes. Too late.

The woman called out her name, “Monica?”

“Hi,” Monica stammered back. Trying hard to remember where she knew this friendly face from.

“Hi,” the woman returned, “Shannon” she said, pointing to herself in response to Monica's quizzical look. “We were in the same credentialing class.”



“How can I ask her to mentor me? What if she doesn't want to talk to me?” she muttered to herself discouragingly.



MEET MONICA (cont.)

“Ah, Yes” Monica replied, “Yes, Shannon. Hey. How are you?”

“I am doing great. How are you? Do you have a seat yet?” Shannon asked, motioning towards an empty chair beside her.

Monica was visibly relieved. “No, I don’t. Thank You.”

I had a champion after all, Monica mused.

She sat down as the members of the table gladly chatted away. She recognized many of them, presbyters, missionaries, and respected pastors. Any of whom she would love to learn from and be

mentored by. Yet, there were invisible barriers that kept a single woman minister from being mentored by men who have gone ahead of her. She whispered a silent prayer asking God that He would put the Spirit of adoption into the heart of one of these, her spiritual brothers and fathers sitting at the table. That they would be willing to take the risk of mentoring her into her calling.

She relaxed knowing that the God who called her is also a God who answers prayers. Had he not already answered her prayer, in providing the invitation for the current seat she was sitting in.

Dear Reader, Are you Monica? Do you know a Monica?

What does Monica need?

- Male and Female champions who will affirm her calling and mentor her through the process
- Opportunities that align with her calling and financial needs.
- Confidence and networking capacity to articulate her skillset to others
- Friendships with others like her who can peer-mentor and encourage her in the journey

WHAT ARE SOME VITAL MINISTERIAL SKILLS EVERY MINISTER MUST MASTER?

We all know effective ministry starts with unwavering faith in Jesus Christ and sound biblical knowledge. Here are some additional ministerial skills that we gleaned from seasoned ministers in our tribe to help us become the best servants of the Lord in every season. You may train your own NWM ministers by choosing various topics listed below.

Let's explore these ministerial skills through the lens of 4 leadership competencies:

- What We Know (*Knowledge*)
- What We Do (*Skills and Experiences*)
- Who We Are (*Character: Spiritual Formation*)
- How We Do It (*Behavior: Fruit of the Spirit*)



NETWORK OF WOMEN MINISTERS

SKILLS EVERY MINISTER MUST MASTER

(cont.)

WHAT WE KNOW

(KNOWLEDGE)

1. Basic legal understanding of nonprofit management and HR issues
2. Building, developing, and leading teams
3. Conducting a board/business meeting (e.g., Roberts Rule of Order)
4. Cultural intelligence (Studying diversity in community and generation)
5. Differentiating between mentors, advocates, and champions
6. Establishing executive presence
7. Financial intelligence (Fund development, budgeting, etc.)
8. Gender intelligence (Removing gender biases for collaboration)
9. Sacerdotal duties (e.g., communion, wedding, funeral, baby dedication, etc.)
10. Sound biblical hermeneutics

WHAT WE DO

(SKILLS/EXPERIENCES)

1. Becoming a stakeholder in the community
2. Conflict Resolution
3. Creating a collaborative and inclusive culture
4. Effective verbal and nonverbal communication
5. Intergenerational, intercultural, cross-gender mentoring
6. Negotiation
7. Networking with male colleagues in ministry
8. Saying best Yes's and No's
9. Time-management
10. Visionary leadership

WHO WE ARE

(CHARACTER: SPIRITUAL FORMATION)

1. Consistent spiritual disciplines
2. Courage
3. Humility (or humble confidence)
4. Integrity/Transparency
5. Perseverance/Resilience
6. Practicing solitude & resting without feeling guilty
7. Sensitivity to the Spirit's leading

HOW WE DO IT

(BEHAVIOR: FRUIT OF THE SPIRIT)

1. Active listening
2. Addressing controversial topics in a peace-making manner
3. Championing fellow ministers
4. Graceful transition in ministry
5. Networking and creating support system
6. Overcoming jealousy
7. Responding, not reacting, to hurtful comments or situations



REFLECTING ON OUR JOURNEY THROUGH THE S.W.O.T. ANALYSIS

Saehee Duran, NWM Training Coordinator

God chose women to be part of His redemptive story. Time after time, we find Him doing the impossible through women in a highly patriarchal and hierarchical Bible culture. Many women did not fit the proper leadership mold of their day, yet God intentionally chose them to accomplish His divine will.

It is no surprise, then, that God has chosen women to be an integral part of the Assemblies of God's (AG) movement and influence locally, nationally, and even globally since its inception in 1914. While there were not many female lead pastors during that time, women faithfully led as teachers, evangelists, and missionaries alongside their male colleagues.

Today, the Network of Women Ministers is serving a growing number of female ministers who continue to be part of God's global salvific work. Thus far, we have been making great strides. But while we have this positive momentum, it is great to pause and reflect on our journey thus far to serve God and the Church better moving forward.

Let's utilize the familiar S.W.O.T. analysis for our reflection. As you read through, jot down your own observations so that you can incorporate them into your exercise with your respective team—if you find it helpful.

REFLECTING ON OUR JOURNEY THROUGH THE S.W.O.T. ANALYSIS

(cont.)

Strengths

1. The Assemblies of God supports female ministers biblically. Our Fellowship even has the official position paper on “The Role of Women in Ministry” adopted by the General Presbytery in 2010. To be part of a Fellowship that supports women at every level of ministerial leadership is a blessing. We see many gifted women of God, like Beth Moore, who are solid biblical scholar-practitioners yet limited by the complementarian theology to fully live out their calling and influence. Thankfully, AG women have access to theological education, training, and credentials to help us live out our ministerial calling.

2. The number of female ministers is gradually increasing. In 2019, about 26% of the total credentialed ministers were women. That was an increase of 224 from the previous year. It seems the number of female ministers will not slow down or reverse anytime soon. The Spirit is moving powerfully, invoking the prophetic voices of women within our Fellowship. Young women called to ministry leadership are seeing more examples of female ministers in visible platforms than ever, which helps affirm their call to ministerial leadership at all levels.

3. Female ministers are present at every level of ministry leadership. In 2018, Donna Barrett made history by being the first elected female executive leadership member since 1914. Three out of twenty-one executive presbyters are female, and several female ministers serve on the General Presbytery. Female ministers are present in all ministry categories, thriving as pastors, missionaries, evangelists, chaplains, district officials, and educators (although the representations in some areas are scarce). There are no limits as to where women can serve in our Fellowship.

REFLECTING ON OUR JOURNEY THROUGH THE S.W.O.T. ANALYSIS

(cont.)

Weaknesses

1. There is a clear gender disparity in “top” leadership. The higher you go up the leadership level, the fewer women you see. While the number of female ministers is increasing, their presence in district offices, general presbytery, executive presbytery, and national leadership is disproportionately low. Such reality sends a mixed message that the validation of their calling (through the position paper and ministerial credential) does not necessarily reinforce gender-inclusive culture at the decision-making tables.

2. The fear-based Billy Graham Rule (BGR) hinders cross-gender interactions. While the original BGR highlighted four emphases (finances, sexual integrity, relationships with local churches, and publicity), now it is reduced to a punitive red flag that warns, “Do not be alone with women other than your spouse.” While having healthy boundaries between men and women is proper, such a fear-based avoidance hinders female ministers from accessing equal training, mentoring, networking, and socializing opportunities as their male counterparts do.



Opportunities

1. Male allies in the position of authority and influence can champion female ministers. The more I work alongside the male peers, the more I learn that many of them want to empower women called to ministry leadership. The challenge is they do not know how to go about it, especially in the hypersensitive #MeToo and #ChurchToo culture. We need courageous, countercultural men and women who are willing to champion each other through mutual respect, honor, forgiveness, and grace. We need each other!

2. Female leaders can champion fellow female ministers. A few executive female leaders in our Fellowship can proactively champion high-potential female ministers by mentoring privately and advocating for them publicly. They must reproduce themselves by leveraging their positional influence and be mindful of passing the leadership baton to the next generation of competent, called ministers.

REFLECTING ON OUR JOURNEY THROUGH THE S.W.O.T. ANALYSIS

(cont.)

Threats

1. External threats: There will always be people who won't accept women as spiritual leaders. These people may be part of your church or the community you serve. At times, the oppositions are so great that you may question your calling. In those times, remember it is God who called you to ministerial leadership, not you. You are exactly where you need to be.

2. Internal threats: Some male ministers in our Fellowship do not support female ministers despite the position paper that says otherwise. You will feel disrespected, excluded, unseen, and alone at times. When you feel betrayed by your own people, just remember Jesus knows how you feel. The good news is that our voices are being heard. Things are changing slowly but surely. If you quit today, future female ministers will face the same trials. Keep on fulfilling God's purpose in your life no matter what! You are part of the solution!

A lot has changed for women in our Fellowship since 1914. As you continue to lead this generation, let's remember why we are doing what we are doing. We are not here to fight against sexism, promote militant feminism, or claim more leadership territory by bashing our brothers-in-Christ. We are here to be part of God's redeeming work in this broken generation and the Church. *We, women, are chosen for that privilege! Let's steward it well!*





WHILE YOU WAIT ...

Coaching questions to help direct your posture of waiting toward the Lord

CYNTHIA GANDHI DOBBS

Have you had the experience of waiting--waiting for months, maybe even years between the day you were called and the time you began to have opportunities to walk in your calling? Maybe you are there right now, in a season of waiting, stuck in the pause between what God said and the vastly different reality of your current life.

The time between the day we are “called” and the day we are established in our calling can often be painful. If you are like me, you have probably wondered, “God, if you called me to this, then why don’t I have opportunities to do what you have called me to do?”

The weight of the wait is isolating. No crowd waits alongside us. The wait is individual, and so it can make us feel as though we are unique in experiencing the wait. Feelings of being unqualified, rejected, unwanted, and even invisible can edge out the still small voice that called us to work for the Kingdom. If the wait is long, fervor can turn into anger. The gladness that accompanies being God’s choice can be usurped by the bitterness that comes from being unchosen time and again.

While waiting may seem uncommon to us, it is factually a common denominator to almost every called one.

Waiting is necessary. Waiting offers seasons of intimacy with Jesus. Waiting fuels the small embers of trust until they can grow into an inferno of faith.

Waiting is necessary for our souls to become everything God intended for us to be. We become this only if waiting is approached with wisdom, humility, and trust in our unfailingly faithful God.

Here is the truth: all who are called, are first called to wait on God to establish them.

There is no one quite as familiar with the wait as King David. David was herding sheep as a teenager on the fateful day the prophet Samuel anointed him as the next King of Israel. You would think the next scene in David’s story would take him into the palace in a regal procession of happy onlookers. Instead, David faced trials, neglect, minimization, jealousy, and even anger from those under whom he served. David even had to go on the run for many years of his life just to stay alive. In those years of running, his life was a far cry from his calling. It took 15 years of fighting and waiting before he would finally sit on the throne. David’s life offers us a winning example of waiting well.

Waiting alone cannot produce the spiritual fruit intended to propel us into our destinies. Waiting with God, on God, and for God with a firm grip on our calling and His character is the best recipe for success while we wait.

If you are wondering about what to do while you wait, here are five things gleaned from the example of David:



WHILE YOU WAIT

(cont.)

LEARN WHILE YOU WAIT

Psalm 25:5

Lead me in your truth and teach me, for you are the God of my salvation; for you I wait all the day long.

Coaching Questions:

Sometimes we seek opportunities before we learn how to fulfill the responsibilities those opportunities carry with them. If one learns how to wield a sword before the day of battle, she can be useful when it is time to fight. It is too late to learn how to grip a sword on the day of battle. Waiting seasons give us the time we need to sharpen old skills and to learn new ones.

What is something you can begin learning that will one day assist you in your calling while you wait?

What first step can you take to begin learning this in the next week?

BUILD CHARACTER WHILE YOU WAIT

Psalm 25:2

May integrity and uprightness preserve me, for I wait for you.

Coaching Questions:

Our world is rife with Christian moral failures because the call propelled someone into the limelight before their character could catch up with them. Out of public view, we can partner with God to do the inner work that will sustain the outer work of the ministry while we wait.

Assess yourself before God. Ask the Holy Spirit to identify character traits in you that are contrary to the fruit of the Spirit. What are they?

What is the first step you can take in overcoming any deficits the Holy Spirit identified?

What can you actively do right now to become a person of integrity and strong character?

WHILE YOU WAIT

(cont.)

BUILD COURAGE WHILE YOU WAIT

Psalm 27:14

Wait for the LORD; be strong, and let your heart take courage; wait for the LORD!

Coaching Questions:

Waiting takes courage. The calling of God can take you into difficult and unrecognizable territory. Warfare, opposition, and your own nature can dampen the boldness that requires you to step out in obedience to God. Sometimes we walk away not because we lack opportunity but because the door God opened seems unmanageable on our own.

What dreams have you given up on because they seem too scary to attempt? Pray and ask the Holy Spirit to identify areas in your life where doors are open to you but you have not stepped into them because of fear.

What is the first step you can take to begin stepping into these doors?

Ask God to give you both the courage to complete the commission for which you were called and the strength to keep a healthy heart even when hope is deferred.



REMEMBER WHO YOU ARE WAITING ON WHILE YOU WAIT

Psalm 38:15

I wait for you, O LORD; You will answer, O Lord my God.

Psalm 52:9

I will thank you forever because you have done it. I will wait for your name, for it is good, in the presence of the godly.

Coaching Questions:

Remember, “God is not a man that He should lie” (Numbers 23:19), He honors every word He spoke over you. We are not waiting for human beings to give us opportunities. We wait on the God who called us to open doors. How does waiting on God differ from waiting on people of influence to give you opportunities?

What is one thing you can do to reframe your waiting? Is there a tangible time in your history with God that can remind you of whom you are waiting on?

WHILE YOU WAIT

(cont.)

HAVE HOPE WHILE YOU WAIT

Psalm 130:5

I wait for the LORD, my soul waits, and in his word I hope;

Psalm 39:7

And now, O Lord, for what do I wait? My hope is in you.

Psalm 130:6-7

My soul waits for the Lord more than watchmen for the morning, more than watchmen for the morning.

O Israel, hope in the LORD! For with the LORD there is steadfast love, and with him is plentiful redemption.

Isaiah 40:31

But they who wait for the LORD shall renew their strength; they shall mount up with wings like eagles; they shall run and not be weary; they shall walk and not faint.

Coaching Questions:

Hope crowds disappointment, disillusionment, anger, bitterness, and worry out of a waiting heart. Without hope, waiting makes one weary. The God of hope invites us to hope while we wait.

What is one thing that brings hope to you as you wait?

If nothing comes to mind, can you ask God to remind you of the first time you answered the call and the hope you felt in that season? Write out your hopeful thoughts from that season of life and remind yourself of your call often to restore hope.



A final encouragement...

God waits for us

Isaiah 3: 18

Therefore the LORD waits to be gracious to you, and therefore he exalts himself to show mercy to you. For the LORD is a God of justice; blessed are all those who wait for him.

Our loving Father, the one who called you, is waiting too! He waits to bless you, to be gracious to you, to build Christ in you, and to walk with you as you minister together all the days of your life. Waiting on Him is a blessing.

Your waiting is never in vain. The world may not see you, but He does. So wait with hope. As you build up character and courage, depend on the Rabbi Himself to teach you things only He can, knowing that the One whom you wait upon is worthy to be waited upon. He wastes no one's time; your wait is not wasted on Him.



MEET *Shannon*

A woman with dark hair is sitting on a light-colored sofa, holding a young child on her lap. The scene is softly lit, suggesting an indoor setting. A semi-transparent white text box is overlaid on the image, containing the text. The text box has rounded corners and a subtle drop shadow.

THIRTY-SIX YEAR OLD

Shannon

is a married mother of two children under the age of eight. She is a highly educated, excellent wearer of multiple hats. Yet, she constantly feels like she is failing, while at work, she feels mom-guilt, while at home she feels as though she is missing out on important things. Opportunities both for learning and growth seem to elude her. She struggles with the comparison trap, and says “yes” to things out of guilt and responsibility, more than out of a sense of following her calling. Shannon hates to disappoint anyone, and has a problem with defining healthy boundaries. She is frequently over extended, tired and fearful of open doors closing if she refrains from accessing them right away. Shannon needs to find the Rubys and Monicas in her life, so she can have someone walk alongside her as she trains them to wear some of the many hats she wears so effectively. She can bring them in and give them opportunities they lack, while sharing her burdens and life with them. Shannon believes that men her age are farther ahead and more successful in their calling. She covets the confidence of her male colleagues and could use the wise voice of a mentor, encouraging her to fulfill her calling.

MEET SHANNON (cont.)

Shannon hurried behind Todd. She caught glimpses of her reflection in the clear glass of the entryway doors to the large fellowship hall where the District meeting was being held.

She tugged at her dress in the midsection where it had bunched up in the car ride as they rushed over here. The babysitter had arrived late and Leah, her three year old was inconsolable as she left the house. Her mind wandered back home, I hope Leah is settled down. She glanced at her watch making a mental note of the time, so that she can check back in an hour to make sure her daughter had quieted down. This was her first District event in years. Life had not been what she had thought it would be.

When she met Todd in her early twenties, they both knew and acknowledged each other's calling. But hers had to take a backseat out of necessity. One by one their three kids were born and with Leah heading to school next year, she finally felt released to get back on the road of pursuing her ministerial calling to the fullest.

It wasn't as though she hadn't been ministering all

these years. She had worked every role in the Church that Todd and she had pioneered in their small town. All the way from nursery duty to teaching the senior adult Bible Study; from filling the pulpit when Todd was out of town to making meals for their Wednesday night outreach-but it was always a juggling job.

When she was at the church she felt as though she was robbing her children of her presence. After all, weren't they her first disciples? When she was at home with her kids, she regretted every ministry opportunity she could not pursue. Hadn't God called her to full time ministry?


God in His kindness had extended Grace into her life to both honor her motherhood and her ministerial calling. Even so, most days she was stretched thin under the weight of her "yes"es. She was a classic people pleaser, and was afraid of letting people down.

So her health was beginning to suffer from the lack of sleep. The mom guilt, ministry guilt and deprivation of sleep were compounding on her thirty six year old body. She was just restarting her official path back into ministry, but something was beginning to taste like burnout already.

"Hey guys" yelled a voice, from inside the room, as Todd entered, just a few steps ahead of her.

They motioned her and Todd over to sit beside them.

Shannon walked the short distance to the table, she caught a glimpse of a familiar face standing a few feet away from the table, frozen in place.



She was a classic people pleaser, and was afraid of letting people down.

"Is that Monica?" she wondered.

She had met Monica at a credentialing class a few months ago. She had been impressed by this young woman, who had such passion to tell others about Jesus. Just being around her had reignited the embers of her own calling.



MEET SHANNON (cont.)

This is exactly whom I need to sit with today Shannon resolved.

She invited Monica over. They began talking about the dreams the Lord had put within each other.

Shannon knew that many of the men at the table were the same age as her. They were far ahead on their journey of ministry than her. But, for the first time in a while the sadness of the thought was overcome by a fresh feeling of hope as Monica excitedly shared story after story of what God was doing in her life. Shannon

watched in wonder as Monica's nervousness melted away into animated enthusiasm the minute she began sharing about her calling. It was refreshing.

Shannon found a kindred Spirit and someone that she could invite along in her journey.

"So where are you working now?" Shannon asked Monica.

She can tell this would be the beginning of a deep friendship forged in an unlikely place where two women felt quite out of place.

Dear Reader, Are you Shannon? Do you know a Shannon?

What does Shannon need?

- Ruby's and Monica's to mentor
- Training on saying the best "yes"
- Help with establishing boundaries
- Conversations on Spiritual formation and Soul Keeping
- Opportunities to work outside the shadow of her spouse's calling
- Voices of other mothers in ministry to speak into her insecurities as a mother and minister.



Hope for People Pleasers

Crystal Martin, NWM National Director

I praise you because I am fearfully and wonderfully made;
your works are wonderful,
I know that full well.
Psalm 139:14 (NIV)

Recently, I was walking toward a boardroom where I was preparing to chair a church committee. I was going over the schedule in my mind, thinking through my opening remarks and how I was going to keep a robust agenda time bound. This was my first time chairing this newly assembled team. As I was focusing on my duties, my mind went down a familiar trail:

- *I wonder what these folks think about my leadership?*
- *Have I disappointed someone in this meeting?*
- *Do these leaders respect me as a female?*
- *Am I really the best person for this job?*

HOPE FOR PEOPLE PLEASERS

(cont.)

Almost unconsciously, I was ruminating on self-doubt. In the storm of mental wandering, the Holy Spirit broke through, jerking me out of my familiar yet undercover trance:

Crystal, I need a woman in that chair— not a little girl.

I immediately knew what this personal word meant to me. The Holy Spirit had to remind me He needed someone whose identity was securely rooted in Christ. He continued:

As long as you look from side to side for approval, you will stay immature in your work.

I quickly repented for focusing my attention on what others thought of me and for allowing labels to define me. Prompted by the Holy Spirit's conviction rather than by shame or condemnation, my heart felt new levels of freedom from the dark path of people pleasing. With it brought freedom from the need to create a facade to give people what I thought they wanted instead of who I truly was. The problem with a facade is that it keeps one from experiencing true love from others. There is always the question, "Which version of me do people love? Do they really love me?" Giving and receiving love whether in marriage, family, the boardroom, or from God is ultimately what makes us human. When there is a dam between the free flow of love, it robs us of our humanity and creates the soil for all kinds of addictions, abuses, wrong thinking, and ineffectiveness as we attempt to fill our never-full love tank.

As ministerial leaders, one of the greatest gifts we can give those we serve is simply the gift of our authentic selves. There is always a better leader, someone more prepared, or eloquent, or educated, but there will never be another Me. I want to give the gift of Me away lavishly. I don't want to protect a false image or spend precious time in self-doubt. There is a call on our lives to lead in boardrooms, in pulpits, and in the highways and byways of our lost world. Let the Holy Spirit illuminate places in your life that are becoming a performance. Love Jesus and others, and let Jesus and others love you back. We need an army of mature leaders on this team.





CAST VISION & BUILD A TEAM

Nichole Schreiber

I am a major fan of following directions. When assembling a piece of furniture for example, I love to lay out all the parts, read through the instructions, and then — beginning with page one/step one — walk through each step until the furniture is all set up.

There are times when the instructions are unclear, or there is a missing or broken piece. However, most of the time I discover that, if I carefully follow the instructions, the end result matches the product developer's intentions.

I also discovered that the resulting piece of furniture has integrity. If assembled correctly, it will serve the purpose it is intended to serve for many years.

The furniture piece itself will only have integrity if the developer and the assembler have integrity. In other words, no short-cuts, no missing pieces, and no duct tape.

Vision and core values determine priorities. They support and shape the culture of an organization. Core values are a group of principles, beliefs or philosophies that guide decisions throughout the life of an organization. They act as guard rails to stay focused and on track.

If you don't have a vision, mission statement or core values yet, how do you determine them? Just like that furniture assembly I described, we cannot shortcut



CAST VISION & BUILD A TEAM

(cont.)

the process to determine direction for our church or organization. If we do, we will end up with a lack of integrity. Integrity means being honest and upright through and through. It means our church looks the same on the inside as it does on the outside.

The first step in determining our core values, and it is imperative not to skip this step, is to pray and ask God to reveal them to you. If you can, schedule 24-72 hours where you can get away from the regular pace of life. Local monasteries are often affordable and create a great atmosphere. You could book a hotel across town or a short distance away. If camping is your preference, a tent and peaceful surroundings would be perfect.

When you arrive, take a legal pad and a pen to a quiet space. Eliminate all distractions with your phone or computer. Start by doing a brain dump. Write down everything that is swirling around in your brain. The goal is to clear everything out of your mind and put it on paper to deal with later. Next, take some significant time in repentance. Ask God what sins or strongholds in your life He wants you to deal with. The work you are doing with this exercise is clearing the slate, making sure nothing is in the way of you hearing God's best for your church or organization. After that exercise, go for a walk, lay on a blanket or take a nap.

Yes - naps are holy! Try very hard to not talk but listen to God in this time. Clear your head the best way you can.

After that, take time to do a Bible study about what Jesus valued. When Jesus said "Follow me" in the scriptures, He meant value what I value! Care about what I care about!

Seeing what Jesus really valued as shown by both His words and even more so by His actions, is important. Read the gospels looking for what Jesus found important. As an example, Jesus clearly valued prayer: we see him practicing that over and over and over again. Don't forget to study the early church in the book of Acts. Dig deep and see how God intended the church to look and to act and to represent Him. Take copious notes and watch for themes to come to the surface.

There are general things that the church needs to value as a whole that we find in scripture. I also believe there are specific things that God wants each church and leader to focus on accomplishing. There are special needs in the city that you serve. God cares about those needs and He wants to give you specific revelation to meet what is on His heart. Set aside time to ask Jesus: What do you want our church to look like? God may reveal to you a picture or an image in your mind. He may give you a few significant words to hang onto. God may even highlight one specific scripture.

CAST VISION & BUILD A TEAM

(cont.)

After you have prayed and processed what God is speaking to you, next identify who you want to help you with the next layer of refining. Perhaps you have a staff team that works closely with you, or maybe a church board. Leaders or prominent volunteers in your church are also a good option. Everyone you choose should be an advocate for your church. They should be invested in the present and the future of the mission.

Six to ten people is usually the best size group for a discussion like this. Here are some good questions to ask to start the refining conversation.

- *What makes this congregation unique?*
- *What generates the most enthusiasm around here?*
- *What from our congregation's history has become defining moments and retold repeatedly?*
- *What qualities of this church draw new people to it?*
- *What hopes for the future are expressed repeatedly from the pulpit and in private conversations?*

From the answers to these questions, you should be able to see patterns and themes. Use those words that keep jumping out to cross reference the previous time you spent asking God for direction. What matches? What is a strong thread through all the conversations?

Real buy-in involves some level of co-creation. That is why you gather a team to help discern the vision, mission and core values. If you were to just scribble down some fancy words and concepts and rolled them out to your church, you probably would have very little success.

You might not get everyone to like what you come up with, but if you get the majority of those involved in the process, that will be key to ensuring the vision and core values have sufficient backing to be accepted across the church.

You may want to expand even outside of the team you assemble to some key influencers or elders in your congregation. Hear their feedback. Pinpoint what's confusing or sending the wrong message. You don't have to change everything people

suggest, that would be a nightmare. But if you hear each person out, sometimes that's all it takes to create enough trust to move forward.

Once you have established your language and phraseology be sure to incorporate this in the life of your church. One of the primary reasons we need to communicate and over communicate the vision and core values is so that people know how our church will behave. If we are doing vision and core values well, the organization and life of the church will follow these concepts closely. Those who visit our church and those in the community will know what we are all about. Live, teach, visualize and speak your values all the time!

The goal and the greatest win will be when people from your church can start repeating out loud the values and the vision! (Or at least some version close!) This will be the litmus test that you have communicated clearly and effectively the divine purpose God has revealed about your church or ministry!





WHAT THINGS DO YOU WISH OUR MALE COLLEAGUES KNEW ABOUT OUR JOURNEYS?

"Sometimes a man's voice promoting women in leadership is louder. Thank you for any clear, kind and genuine words you can offer." - *Pastor Nichole*

"I am teachable and I won't break. Teach me the same way you would mentor my male colleagues even if it requires a hard conversation." - *Pastor Melissa*

"Silence still communicates something. Please speak up for us whenever you can." - *Pastor Saehee*

"When male ministers refuse to interact with female ministers one-on-one because they want to "avoid all appearances of evil", it sends a message that either *he* has a sexual sin problem or he thinks *she* does. If appropriate boundaries need to be set on a case-by-case basis, that's one thing, but a blanket policy is crippling, insulting, and unnecessary in most professional settings."

- *Pastor Nicky*

"I wish they recognized the inequities between what our movement believes and how we behave toward women in vocational ministry." - *Pastor Beth*

"It is our heart to experience inclusion. We need to consciously use language that naturally includes women at the beginning and not as an afterthought." - *Pastor Denise*

"I need spiritual brothers and fathers in my life. What I cannot see about myself, God may make visible to you. Thank you for prophetically calling out my potential, pushing me beyond my comfort zone and helping me fulfill everything God has called me to. You are an indispensable voice in my life, please, continue to be so." - *Pastor Cynthia*

WHAT THINGS DO YOU WISH OUR MALE COLLEAGUES KNEW ABOUT OUR JOURNEYS?

(cont.)

"Please stop commenting on our looks. I have some cringe worthy statements that have been said to me over the years... Please keep those types of comments to yourself, we'd rather you notice our good works and faithfulness, rather than our hair or weight loss or dress." - *Pastor JoAnn*

"Please make sure the woman in YOUR home is free to attend a meeting, Zoom call, conference. Offer to stay with your children so that she can participate." - *Pastor Gina*

"Have found that male ministers who are secure respect female ministers." - *Pastor Rachel*

"When men include women it speaks volumes about their egalitarian views and the value women bring to the conversation. While the exclusion of women communicates just the opposite." - *Pastor Kerry*

"Give visibility to ladies and message of inclusion" - *Pastor Kathy*

"Because of the history of mostly male involvement I would like to thank the courageous men who have opened the door for my involvement. They have added to my credibility by taking this step. Grateful for these champions." - *Pastor Susan*

"Female ministers have a call on their lives that extend beyond serving food during church potlucks or being the unpaid unofficial assistant to their spouse. Know that women's preaching ability extends beyond Mother's Day." - *Pastor Sandra*

BOOK RECOMMENDATIONS FOR FUTURE MALE CHAMPIONS

- **Athena Rising: How and Why Men Should Mentor Women** by Brad Johnson and David Smith
- **Work with Me: How Gender Intelligence can Help You Succeed at Work and in Life** by Barbara Annis and John Gray
- **That's What She Said: What Men Need to Know (and Women Need to Tell Them) About Working Together** by Joanne Lipman
- **Developing Female Leaders: Navigate the Minefields and Release the Potential of Women in Your Church** by Kadi Cole
- **God's Women: Then and Now** by Deborah M. Gill and Barbara Cavaness



MEET *Sandy*

**NEARLY FIVE DECADES OF
LIFE HAVEN'T LEFT**

Sandy

any more settled than she was in her twenties. Her life is a montage of big transitions. The last of her children have left the nest, life cycles have drastically changed the nature of her friendships, new health challenges have emerged on the horizon, and her ministry legacy isn't as strong as she'd like for it to be at this stage of life. Looking back at her life, she wonders if she has achieved much that was meaningful. Since she is still focused on achieving more than leaving a legacy, she holds on tight to opportunities instead of releasing and delegating them to younger ministers, especially since the people she equipped in the past seemed to buzz ahead of her in their ministry achievements, while she held the same spot in the line for years. She desperately needs to be a mentor, and a spiritual mother to the next generation, but she finds it hard because she had no mentor of her own to learn this from. She needs to champion the Rubys, Monicas, and Shannons in her life, but is struggling to do so as she is coming to grips with the fact that she may never be in first chair leadership. She is resigned to that fact and has entered a season of grieving the loss of that opportunity. She has a chip on her shoulder and combats bitterness at every turn. Sandy needs to ponder on her life and discover what someone like her would have needed in their 20's and 30's and work towards building that for the next generation. This can be a great achievement in her life, whose legacy will go far beyond her time in ministry into the lives of every one of her spiritual sons and daughters.

MEET SANDY (cont.)

The phone rang loudly, rousing Sandy from the mound of books she was buried in. She stumbled across the room to where she had set her phone aside to have uninterrupted sermon prep time.

“I really shouldn’t answer this,” she chastised herself, knowing that she should honor her preparation time for this Wednesday night’s service. But she couldn’t help herself. She was waiting to hear back from a church that had interviewed her to be an associate pastor a few days ago.

“Hello,” she said as she picked up her phone.

“Hi, is this Sandy?” asked the voice on the other end.

“Yes,” Sandy exclaimed excitedly, as the caller identified herself as the secretary of the church she had interviewed for earlier.

Sandy held her breath as she heard the news, and let out a soft gasp as the voice on the other end informed her that they had selected someone else to fill the position.

“Oh,” Sandy whispered, with all the dignity she could muster. “Thank You for calling.” she said courteously, as she hung up the phone and retreated back to the bundle of books she had excised herself from mere moments ago.

Her grown children were out of the home, and her husband was out of town on a work trip. “Thank goodness,” she thought to herself.

Loneliness, the usual but unwelcome intruder on most days, was welcomed today. She did not know when the tears would come, but she knew they were coming. She was grateful to be alone in the house.

She was struggling to keep her mind from wandering into the familiar territory of grief and bitterness stemming from one more rejection.

Whom had they picked? What was lacking in her?

She had faithfully served her local church as a lay person for years and then as a credentialed minister she served as a Sunday school minister. The past decade had been some of her most fruitful years. As a staff pastor she had fulfilled many ministerial responsibilities. Frequently filling in for her lead pastor and his associate. Just thinking about this stung.

Five years ago she had applied for the position of associate pastor at her church, but a new hire from outside was chosen in her stead. That year was one of her hardest, she had sought counseling to help manage her grief and feelings of loss. She had clung to the stories of underdogs in the Bible, they had helped her feel seen by God. She reminded herself to not associate the rejection from a few of God’s people as a rejection from God Himself.

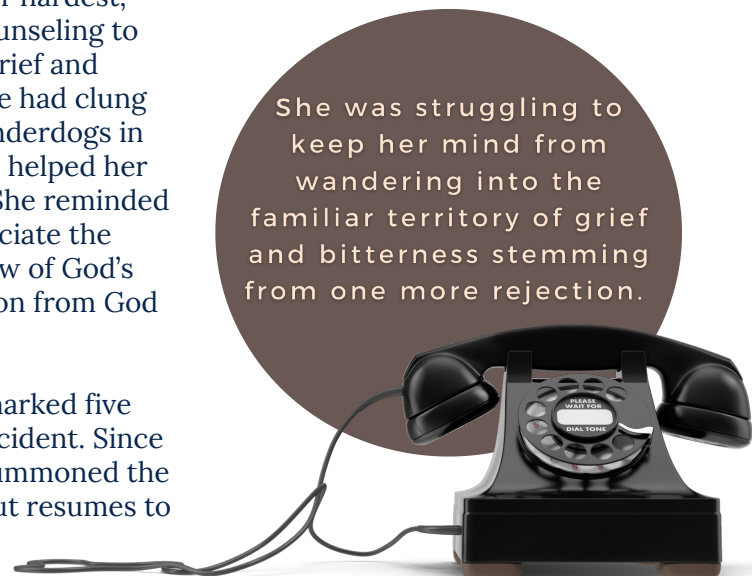
The past year marked five years since that incident. Since then, Sandy had summoned the courage to send out resumes to churches looking

for an associate pastor. In her heart she desired a pastorate of her own, for this she was called. But, she realized the obstacles that stood in the way of her becoming a lead Pastor.

It wasn’t as though her ministry life was bad. She had opportunities to speak often, mentor more than she had time for, and launch people out into ministry. She was respected among her peers, and the young members of her fellowship. In fact many young men she had launched from her ministry were lead pastors in her own network.

Sorrow rose to the surface as she silently wept at the incongruity. In any other profession, this would be absurd. But she was living the reality of this deep hurt. Men that came behind her were strides ahead. Was it because they had male mentors? Was it because they were men? Could it be that they were more capable? She had worked at acquiring her credentials and was currently pursuing a doctorate. Would that even be enough?

She was struggling to keep her mind from wandering into the familiar territory of grief and bitterness stemming from one more rejection.





MEET SANDY (cont.)

It most definitely was not because they had more experience, so what was it?

Then that question that had hung over her since she was young... reemerged undeniably into focus.

“God, why would you call me to Pastor, but not give me a place to Pastor?”

“God did you really call me?”

She pried herself away from this line of futile thinking. She knew she was called. God had confirmed it not once or twice, but in more ways than she can

count. But there were obstacles in her way. Opposition was no excuse for disobedience. God called, and she will obey, no matter what stands in the way. She was determined to overcome them, even though her aging body was struggling to find the strength in the minute, she reminded herself that God does not break a bruised reed, or snuff out a smoldering wick. His callings are irrevocable. He will do His part, and she must do hers.

She brushed off the rejection and opened up the commentaries in her pile of books. She resumed writing her message, surrendering her calling and her future to her faithful God.

Dear Reader, Are you Sandy? Do you know a Sandy?

What does Sandy need?

- Ruby's, Monica's and Shannon's to mentor
- Coaching through interviewing and applying for jobs apropos to her experience and ministerial training.
- Conversations on Spiritual formation and Soul Keeping
- Conversations on growing through past hurts and healing from bitterness and woundedness.
- Opportunities to work outside her perceived limitations.
- Coaching on legacy thinking to bless and equip men and women behind her.

Leading a Multigenerational Team



Melissa J. Alfaro, PhD

More than ever the conversation in ministry leadership has centered on strategies for engaging and empowering younger generations. While that is an essential piece for the effective transference of leadership, it is only one element of the equation. Joel 2:28 reminds us that the revival of the last days will not rest on one generation, but will be the result of the synergistic effort of diverse generations: “And afterward, I will pour out my Spirit on all people. Your sons and daughters will prophesy, your old men will dream dreams, your young men will see visions.”

According to Forbes “Teams that consist of at least three generations meet or exceed expectations 75% of the time” (KJ Consulting, LLC, <https://www.katherinejeffery.com>).

Our churches are a tapestry of multiple generations and our ministry teams should be reflective of that diversity. Generational diversity broadens our reach, widens our perspective, and allows us to leverage on our strengths. It has great benefits, but also poses great challenges that require a leader to be intentional in how they recruit and develop their leadership team.



To begin with, it is important to identify the unique characteristics of each generation if we are going to know how to lead them. Purdue University outlined a brief summary on the characteristics of each generation in an article entitled “Generational Differences in the Workplace” which is represented in the table below:

CHARACTERISTICS	Traditionalist/Silent (1925-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Millennials (1981-2000)	Generation Z (2001-2020)
MOTIVATED BY:	Respect, recognition, providing long-term value to the company	Company loyalty, duty	Diversity, their personal-professional interests rather than the company's interests	Responsibility, the quality of their manager, unique work experiences	Personalization, individuality, creativity
COMMUNICATION STYLE:	Personal touch, handwritten notes instead of email	Whatever is most efficient, including phone calls and face to face	Whatever is most efficient, including phone calls and face to face	IMs, texts, and email	IMs, texts, social media
WORLDVIEW:	Obedience over individualism; age equals seniority; advancing through the hierarchy	Achievement comes after paying one's dues; sacrifice for success	Favoring diversity; quick to move on if their employer fails to meet their needs; resistant to change at work if it affects their personal lives	Seeking challenge, growth, and development; a fun work-life and work-life balance; likely to leave an organization if they don't like change	Self-identifying as digital device addicts; valuing independence and individuality; preferring to work with millennial managers, innovative coworkers, and new technologies
EMPLOYERS SHOULD:	Provide satisfying work and opportunities to contribute; emphasize stability	Provide them with specific goals and deadlines; put them in mentor roles; offer coaching-style feedback	Give them immediate feedback; provide flexible work arrangements and work-life balance; extend opportunities for personal development	Get to know them personally; manage by results; be flexible on their schedule and work assignments; provide immediate feedback	Offer opportunities to work on multiple projects at the same time; provide work-life balance; allow them to be self-directed and independent

*(<https://www.purdueglobal.edu/education-partnerships/generational-workforce-differences-infographic/>, 2021)

A summary of the various characteristics that identify the unique strengths and challenges of each generation have been identified in the graph below:

Generational Characteristics

Silent Generation (1925-1945)	Baby Boomers (1946-1964)	Generation X (1965-1980)	Millennials (1981-2000)	Gen Z (2001-2020)
<ul style="list-style-type: none"> Dependable Straightforward Tactful Loyal Have an aversion to taking risk Committed to teamwork and collaboration Values tradition and hard work Struggles to adapt to new technologies and change 	<ul style="list-style-type: none"> Optimistic Competitive Team-oriented Disrespect authority and large systems Operate with a sense of entitlement Value hard work over personal life Goal-oriented and disciplined Believe in the hierarchal ladder 	<ul style="list-style-type: none"> Flexible Informal Skeptical. Possess strong technical skills Independent Prioritize work-life balance Question authority figures Direct 	<ul style="list-style-type: none"> Competitive Civic-minded Achievement-oriented Most resilient at navigating change Value diversity and inclusion Most educated generation Crave recognition and reassurance Want to feel a part of an organizational mission 	<ul style="list-style-type: none"> Global Entrepreneurial Progressive, Less focused Most diverse Open-minded Motivated by self-improvement and a mission-driven impact Creators and publishers Want to share their opinion

*(a collection from various resources cited at the end of this article)

LEADING A MULTIGENERATIONAL TEAM

(cont.)

The unique generational qualities that set us apart can easily become a stumbling block if we do not create the right environment. Here are a few practical ways leaders can be intentional in how they create a healthy culture among a multigenerational team.

1. Educate Yourself as a Leader: Recruitment will be different as you consider what motivates each generation to be a part of a team. Find out the preferred working style for each of your team members while holding everyone to the same standard. Be flexible in your leadership approach and get to know your team individually in order to find out the best context for their maximum effectiveness. Some team members may find value in flexible hours, alternate work schedules, or working remotely. Treat them as individuals and avoid locking them into a generational category that could stifle their potential to grow beyond that point.



2. Create a Healthy Culture: Facilitate meetings, trainings, round table discussions and even social events outside of the non-work/ministry setting that allow your team to get to know one another and talk about their generational experiences, perspectives and working styles. This will help eliminate false assumptions and stereotypes that can be placed on a generation. A few questions you could have them address: “How do you approach change? What is your preferred style of communication? What helps you work more effectively? What motivates you in ministry?” Model good listening skills and show your team how to value, respect and be inclusive of all generations.

3. Communicate through Multiple Platforms: Evaluate your different communication platforms and ensure all resources and information are readily accessible to your team members in multiple ways (for example: verbal, email, IM, broadcast, visual reminders). For generations who are not as tech savvy as other generations, be sure to provide ample training and/or instruction for them to access the needed information in a timely fashion. In addition, encourage your team to be mindful of other generational preferences and communicate with their colleagues in a way that is most acceptable to their team member.

LEADING A MULTIGENERATIONAL TEAM

(cont.)



4. Facilitate Creative Think Tanks: A multigenerational team is sure to include diverse dialogue during meetings. Define clear parameters in the manner that information will be shared and serve as a facilitator to keep the dialogue on track. Utilize various methods to solicit team feedback such as surveys, a feedback board, one-on-one, and a whole group round table. By diversifying your approach you allow for the unique creativity and communication style of each generation to be represented while also teaching them how to relate to one another in different settings.

5. Link Monumental Changes to Shared Values: Each generation has distinct values as well as common shared values. Reiterate the fact that as a team everyone is working together towards a common goal. As you approach organizational change it is important to establish those changes on the foundation of shared values in order to foster teamwork and create buy-in among your team.

6. Facilitate Opportunities for Mentoring and Reverse Mentoring: Some of your greatest assets are your team members. They have skills and experiences they can teach to one another. For that reason mentoring has to be a constant. Not only does it transfer knowledge but according to Jim Jenkins, founder and president of Creative Visions Consulting, mentoring “captures organizational memory” (5 Ways Leaders Get Results). Strategically pair team members with a person from another generation and provide opportunities for them to work together on projects.

Leading multigenerational teams can be challenging, but with an intentional leader who develops the team and creates the right culture, a multigenerational team can be the greatest strength of your ministry that ministers both effectively and prophetically.

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Q&A WITH DI BEALS: HER JOURNEY FROM CHURCH PLANTER TO TOP LEVEL LEADER

Approximately 17 years ago, Di Beals and her husband, Brandon, planted a church in one of the most unchurched communities in the Pacific Northwest.

She serves as Presbyterian for the Northwest Ministry Network as well as innovating new discipleship models at Venture Church in Mill Creek, Washington. Di holds a BA degree in Behavioral Science and an MA in Leadership from Northwest University.

a conversation with Jen Ervig

Jen: Tell us about your church planting journey and how it has shaped you as a pastor.

Di: I think church planting is one of the most terrifying things we have ever done. We had a great team with us and we planted in a time when there were no resources to help us and most church plants failed.

I think the most compelling part of our story is when we were about seven or eight years into it, we owned a building in Everett near Boeing—that is not the city we planted in and it's not the city we wanted to continue to pastor in but it's where the door was open for a building. However, God was faithful. We got to the point of doing multiple services and were completely out of space, so we decided that since Mill Creek was where we eventually wanted to be, we'd start a campus there. That's how we ended up in the multi-site strategy.

Eventually due to various circumstances I became the lead of that campus. I think where I grew the most was suddenly going

from being the partner to my husband that said “hey wherever you need me to pick up slack, that's where I'll pick up slack” to Lead Campus Pastor for 3-4 years. Just imagine with me what it's like to get up in the morning with three children and one parent goes to one campus, one parent goes to the other, and the kids split up between mom and dad. Church planting is hard enough, let alone having to divide and conquer.

I wouldn't have chosen it, but looking back it's amazing how God placed me in that position and forced me to step out in front and lead. Leadership is something I feel I have a gifting for but it's easy to just let Brandon lead. Suddenly I had to cast vision, maintain unity, and handle all my own campus problems including disciplinary issues, sin issues and families falling apart. It's when I started leading communion and baptizing regularly as well as doing weddings, because “you're our pastor, why wouldn't we want you to do our wedding?”

that I really had to get over myself and realize they didn't want Brandon because I was their pastor. I think that season of time was just exponential growth for me.

The campus grew and we needed to build. So that began us on the journey of buying a building and property. We eventually sold our Everett building and we put everybody back together including Brandon and Di at the new location. It took us 15 years to get to the point where we actually had a home that was in the city we felt like God had called us to.

Jen: I love that as a woman in ministry myself, you said “I had to get over myself” because I feel like that is the obstacle for us sometimes. It's like we have to get over ourselves, our doubts and insecurities and just do what God is putting in front of us.

Di: Yeah and I didn't have a model. Everyone I knew that was a female



Q&A WITH DI BEALS: HER JOURNEY FROM CHURCH PLANTER TO TOP LEVEL LEADER

(cont.)

pastor was either a pastor in music or kids ministry, or was co leading with their husband, and their kids were out of the house, so I was in this weird category of little kids who need their mom at home. I was a lead pastor and had to also figure out my kids, their homework, sports and what's for dinner. That's a lot of stuff to juggle. I didn't really have anyone to follow so I just kept telling myself, I'm going to pave the way for women who are going to follow me in ministry. I will not do it perfectly, but I will do the best I can to pave the way and give somebody a glimpse of what it can look like to be a female pastor in full time ministry.

Jen: What is your current ministry role in your church and how has it evolved?

Di: I've truly done just about every role there is - even leading the worship department though I don't sing! Recently I've acquired discipleship. I was getting my master's degree in leadership at the time and a lot of our projects for classes were very practical- take a broken area of your church and revision it.

So I was just hand-delivered the opportunity to revision. Revisioning discipleship is much bigger than "what are we teaching people?" It's "how are we growing lifelong followers of Jesus?" And I think one of the gifts of a global pandemic is thinking through "how are we discipling people in a world where they're not coming here and they may not come here?" How are we going to them? Yet, community and relationship are core values of ours, so how are we still encouraging people to meet together?

Jen: So, since you are gifted at fixing broken things, what is working for discipleship at Venture right now?

Di: There's a couple of ways that we've tried to be innovative in a world where people may not enter our building any time soon, if ever- and our PNW culture is very unchurched. We asked ourselves how we can be culture creators creating a culture on the other side of the pandemic.

So this is where I kind of nerd out a little bit because I studied the Spanish flu just enough to make me dangerous. The Spanish flu lasted for a little over two years and led into the roaring 20s. Thousands of people died. There was a ton of fear, and they didn't even have social media to ramp up the fear. They also didn't have that connection so there's a lot more isolation. When the Spanish flu phased out, what happened was people went from fear and isolation to a pendulum swing to free living! It was a whole era of alcohol to the extreme, sexual activity and more. We know if history repeats itself, that's what's coming for us. So how are we creating the culture now where people can experience the love of Christ and the transforming work of Jesus *before* that "everything reopens and you can go hog wild" situation?

We answered immediately by deploying an app so that wherever people are, they can still engage in what we're doing. I'm proud to say that from start to finish ours was done in just about a month.

We were able to hand deliver things to people. On our app we have a What's Next Page.

Q&A WITH DI BEALS: HER JOURNEY FROM CHURCH PLANTER TO TOP LEVEL LEADER

(cont.)

It includes practical next steps after a message and questions to wrestle with or discuss with others, bible reading plans, short podcasts, videos that relate to the current Sunday's message, and books they can buy if they're interested.

It takes my team two to four hours of work a week to update this. It's how we disciple the masses. They can use it in small groups, as families, or by themselves. What I love about it is people are getting their appetite wet and then asking for more!

I realize not every church has the capability to pull off some of these things. But everyone has a smartphone and can create a simple video or link to other quality content.

Jen: What are some practical things women in ministry can do to thrive working alongside male colleagues on church teams?

Di: I get asked that question so often but I honestly don't think about it much. I'm called by God and it's not my responsibility to make the way. It's my responsibility to obey. I don't get hung up on opportunity or lack of opportunity. I don't get hung up on whether people like me or not. I do what God lays before me and I think you earn the respect of people around you when you work hard and they see the fruit that comes of it. It's then that they want to work with you.

Jen: What are three leader practices that have helped you thrive as a woman in ministry?

Di: As a minister I love Jesus and His word deeply. I always want to devour it. For many of us, it can be easy to rest on our experience and get lazy, but I want to grow in my relationship with God and His word. I also believe in hard work - arrive early, leave late, help my coworkers with whatever they need no matter how mundane it is. Lastly, I also strive to promote others as I have a ceiling of what I can achieve but with others and their giftings, that ceiling becomes much higher if there is one. I want others to feel their lives are better for having worked with me - that's how we grow the next generation.



Di Beals serves as Presbyterian for the Northwest Ministry Network as well as innovating new discipleship models at Venture Church in Mill Creek, Washington.



Jen Ervig is an AG credentialed coach and minister. She is the award-winning author of both *As My Mind Unwinds*, as well as *When My Mind Winds Up* endorsed by Carey Nieuwhof.



REPRODUCING DISCIPLE MAKING LEADERS

Cynthia Gandhi Dobbs

“Leadership” is one of the most prolifically addressed topics in the emerging markets. Bookshelves are littered with many flavors of leadership books. Men and women have always been fascinated by what drives successful leaders. With thought leaders from mental health, business, behavioral studies and many other disciplines claiming their spots with new methodologies each day, it might become hard to know whose principles we should follow as we approach our own leadership development.

Jesus spoke on leadership extensively, without ever using the actual word. He taught, modeled, and saw His leadership methodology multiplied in and through His disciples. Discipleship was His way of leading. His master plan did not just involve making “followers,” it involved making leaders of followers. He aptly called them fishers of men, because He didn’t come to fish. He came to teach men and women to become fishers of men.

It is wisdom to learn from the methodology of Jesus and refocus our attention on not just creating leaders, but making leaders who will make more leaders.



REPRODUCING DISCIPLE MAKING LEADERS

(cont.)

This cannot happen without discipleship. If it could have, Jesus would have modeled a strategy other than life on life discipleship.

Today coaching, mentoring, championing, and advocating have taken the place of discipleship in christian formation. While all of these are important and play crucial roles, nothing can replace the need for discipleship that elevates a follower of Jesus from the pew, making them into a person entrusted with effectively fulfilling the great commission.

Here are six steps we see Jesus take in the Gospels to create disciple making leaders.

1

DETERMINE: Coaching assumes health. Mentorship assumes capacity. Discipleship assumes nothing. It involves meeting a person at face value and determining their history of faith. This includes learning what God has been doing in their life and then building from where they are with the assistance of the Holy Spirit. Jesus taught many principles carte blanche to His disciples, but at important times He dealt with each one individually, determining the content of their heart and character and moving them closer to the truth, one by one.

2

DECLARE: Jesus taught with such authority, that it was the very first thing that captured the attention of those around Him. Class was always in session for the disciples. Jesus powerfully declared the truths of the Kingdom of God, not only as He preached but also in general conversation with His disciples. There are over sixty instances in the Gospels where Jesus uses Scripture in conversation with His disciples, not counting the numerous other times where he directly quoted scripture while teaching.

3

DEMONSTRATE: Empty declaration of the power of the Kingdom, without any demonstration to illustrate that power has left much of the modern church devoid of an effective witness. Jesus paired His declaration with demonstration. Blind men saw, the sick were healed, and demons were cast out. The expulsive power of the Kingdom of God to overthrow sin, sickness and Satan himself was clearly apparent in Jesus' ministry.

4

DIRECT: After performing miracles, and sharing parables, Jesus took the time to exegete and explain what He had done. In due time, He directed His disciples to do as He had done sending them out to declare and demonstrate the Kingdom of God. If it were up to them, they may or may not have taken the personal initiative to replicate Jesus' ministry. So, the Master made sure to overtly direct them to follow in His footsteps.

5

DELEGATE: Jesus entrusted the disciples with power tools, not just harmless props. He let Judas handle the money, He told the disciples to feed the 5000, He sent them out to find a location for the Passover, and He let them participate in raising the dead to life. None of what He did was off limits to his disciples. He did not give them kiddie jobs; they were performing the actual work. They couldn't have done this without the implicit trust and faith Jesus placed in them. He did not micromanage. He directed, delegated and then debriefed with them after their ministry assignments concluded.

6

DUPLICATE: From the very beginning, Jesus discipled with the “send” in mind. These men He had poured His life into would be as He was in this world. So he let them see His joy, His weeping, His authority, and His humanness. His greatest ambition was to duplicate Himself in the life of His disciples. He was successful. Because of His dedication to duplicate Himself, his life has been lived out through the lives of millions of Christians who have faithfully duplicated themselves in the lives of the next generation.

These six simple steps outline the greatest methodology for developing leaders for the work of the ministry. There are no shortcuts involved. This will take a lifetime, and many deaths to self to accomplish. But, once we follow in the footsteps of the Master in discipling leaders, we can never turn back. Leaders who have been discipled themselves have the capacity to make more leaders that can disciple others. This is the way to continue the legacy of faith in a persistently anti-Christian culture and a post-Christian world.



AG General Secretary
Donna Barrett

Closing Remarks

Dear NWM leaders,

Thank you for your involvement at General Council 2021. What a gift God has given us to be together in Orlando, Florida for this gathering!

I find it a privilege and honor to meet many anointed, called, gifted, educated, brilliant women ministers who have been faithful over the years in the Assemblies of God, “our church, our family.” I also see women who are fun, vibrant, determined and demonstrate the grit to press through the challenges of life. Thank you for being that kind of minister!

Each woman in ministry, including you, is being used by God as an example to others. Each minister has the capacity and opportunity to be a blessing to her team and mentor and open doors for other leaders, both men and women, whom God is calling.

What a joy to be part of a fellowship that is praying for and working toward gender inclusion where men and women work shoulder to shoulder as respected colleagues! And how wonderful it is to witness the gifts of God expressed through the Church for the glory of our Lord and Savior, Jesus Christ! Thanks for being here!

Sincerely serving,
Donna Barrett
General Secretary



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Thank you

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