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LEADING FROM attitude work prepared timing
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**Understanding
my Relationships
my Work &
my Priorities**

Written by Stephen Mayers



LEADING FROM THE INSIDE OUT

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An Introduction to Self leadership:

Living from the inside out

The unexamined life is not worth living! - Socrates

Self leadership? Why call it that? Is it the DIY of leadership? These days there is a whole library available on self help books, so is this just another one? I picked up the best selling book by Paul McKenna “change your life in seven days!” I guess God made the world in six days so why not change your world in seven! I have several books that tell me I can speak Spanish in three months! Yeah that’s right – not! There’s all kinds of promises out there so I won’t fall into the trap of giving you a promise about this booklet. My hope is that in reading it, you will recognize that there are some responsibilities that you need to take on board in order to give your life some shape and leadership – that’s where the self bit comes in. In no way do I want to give the impression of “selfish leadership”. It’s not a focusing in on ourselves to the exclusion of others. Rather it’s recognizing that unless I take responsibility in my own life, I can’t be taking responsibility for the lives of others in the workplace with integrity. The great commandment tells us to “love the Lord your God with all your heart, soul, mind and strength and love your neighbour as you love yourself.” So we are to love God, love others and love ourselves.

We have often been sold the idea from politicians that “my private life has nothing to do with how I lead in public.” Do you think that’s true? I have to search my heart right now. I know I am not perfect and there are all kinds of imperfections and dysfunctions in my life. Does that mean until all these issues are sorted I can’t take on any kind of leadership? No, but if I lead with integrity it means that I am working towards the ultimate goal of becoming more like Jesus (Rom 8:29) and I am open and honest about the issues that I am still working through.

One of the myths that we need to overcome is “I can’t change”. The truth for me, if I am honest is more like “I don’t want to change”, or worse, “I won’t change”. We would like to change if we could wake up tomorrow and suddenly be different. However change usually is painful and takes time and effort. So the conclusion we come to is, there’s not enough time and I don’t have the motivation and energy to change. Therefore we take on the lie that

“change is impossible” in our lives, and so we don’t even try. As Henry Ford said, “Whether you think you can or you think you can’t you’re probably right.”

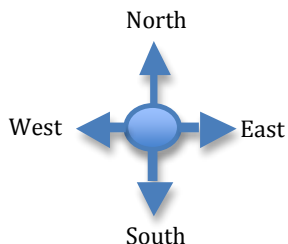
Part of self leadership is growing to a place of security and having a good self image. It is then possible to think clearly about yourself and your responses. Imagine telling God, “You didn’t do a very good job when you made me.” As a father, how would I feel if my daughter came up to me and said, “Dad why was I born so useless, why can’t I be like other kids who are gifted and talented? I suck at everything!” As a father, I would seek to put some value into my daughter’s life and encourage her that she has her own special gifts and is full of potential. Those attitudes can change. No matter where we are at right now, with God’s help we can grow, change and develop. However, it does take some honesty and humility.

Alignment has been an important word in Youth With A Mission (YWAM) over the last couple of years. We have had 50 days of prayer and fasting for realignment to our foundational values. We had drifted and needed to come back to the original plan. As individuals we need to be realigned in our lives as well. God made us in a certain way and he stood back and said, “It’s very good.” He breathed his life and creativity into us. He packed all kinds of incredible software and hardware into us. We are priceless. He thinks we are wonderful and a prize possession. There are numerous scriptures to tell us what he thinks of us. So its up to us to begin living as God meant us to live. Become a change agent and take a look into the future and see yourself walking, talking and relating in the way God intended. This booklet is all about starting to live as he made us to be. Having an authentic life - not the life we are afraid of or the life we pretend to have, but a life that is real and growing and maturing.

By reading this booklet and working through the exercises you are already among the top 2% of people in the world who believe that God can help them shape their world and their lives can become more like Jesus every day.

The leadership compass:

I love diagrams and Bill Hybels came up with this one – the 360° leadership compass. He shares it in his book, “Courageous leadership.” Whenever we hear about seminars on leadership development it’s usually all about leading south. Leading those who are reporting to us in our team or department or



organisation. How to be a better leader in terms of developing your vision and mission statements, having clear communication strategies, building ownership and team, organising systems in order to be the most productive. There is so much to learn and there is a hunger to know the latest insights in order to be more successful.

However there is more to it than just looking south, our northern relationships are important too. Who are we accountable to, how are we fulfilling our role, how are we discipling upwards and sharing those reports with our line leaders, legal boards or leadership teams over us?

There has been much more input for east/west relationships over the past years. These peer relationships on team leadership are so vital. Often it takes a lot of team building to keep us on the same page with one another and to avoid the wrong sense of competition. The goal of course is to develop win-win relationships together.

However the topic I would like to focus on is not the outward relationships around the 360° compass but the person in the centre of it. Yes, you and me. How do you go about leading yourself? You probably have established principles and procedures for leading others, but what about yourself? The number one issue for leaders is the setting of priorities. Often our diaries can be filled several times over, so the question asked is, "To whom and to what do I give my time and energy?" That's a good question for us to look at for a minute. When you think of the compass, how much energy do you give to each direction? South, North, East, West and Centre? Now we are looking at the amount of energy expended and not the amount of time given. Take a few minutes right now and fill in the percentages out of 100.

South (the people you lead) ____%

North (those you report to) ____%

East/West (your peers) ____%

Centre (yourself) ____%

There are no right and wrong answers. This is simply a picture of your life and how you give energy out to each aspect of your leadership. It may vary from season to season but often there is a clear pattern that we follow. It may be that you give a high percentage of time south but actually it requires less energy. However, hit a crisis with someone you are overseeing and a lot of energy is needed to be given out. I find personally that the east/west relationships often take more time and energy than those I am leading or those I am reporting to. Why? Because it takes energy to be on the same page and to keep in close relationship. To be a team that is working in synergy together takes a lot of team building. There is much communication necessary and relationship misunderstandings to sort out. Often there are politics that

can enter our relationships, issues of influence and involvement in decision making and planning. Keeping a team flowing and functioning effectively becomes an art. That's the subject of another book. What I want to focus on however is the lack of energy that is generally given to the centre, the area of self leadership.

Dee Hock, laureate in the business hall of fame, in leadership for over 20 years, recommends that we give 50% of our energy (that's not necessarily time) to lead ourselves and 50% of our energy to leading others (25% north; 20% east and west; 5% south.) Now if your percentages are different that's fine. The real question is the 50% of energy going to ourselves. Why so much do you think? Well, let's just say you are 35 years old. That means you have had all those years of establishing habit patterns, attitudes and behaviours that are now laid in concrete. If you are wanting to grow or develop in your life, some of those habits, attitudes and behaviours are going to need changing. I don't know about your life but changes in my life don't come easy. Changes take discipline, focus, accountability, coaching and a whole lot more. That's why it takes a lot of energy.

In Numbers 14, Moses was having a rough time. His team had been crying all night long, which meant he had lost a lot of sleep. In the morning they came with their complaints. "Why did you bring us here? Wouldn't it be better to die in Egypt than be out here in this God forsaken place? We don't think you have the leadership gift, so what about us choosing someone else and heading home?" What was Moses going to do? He could pull out his leadership manual and look up "How to motivate your team," or "How to bring about conflict resolution in three easy steps" or maybe this was the time for some directive style leadership, perhaps he'd been abdicating a little lately? He could have chosen any one of those options but he chose to do the wise thing and fall on his face before God. It was helpful too not to have to look at the angry faces and see those stones they had ready in their hands to throw. While on the ground, I think he would have been saying one of those anointed prayers, "Oh God, Oh God, Oh God!" It's when God has us in places like this that He can work on some of those weak spots. Moses hadn't been great in crisis up to now. He hadn't wanted this leadership role in any case. The first time he stepped out he ended up killing someone and these last few months had been totally stressful. Having to confront Pharoah all the time and then having to stand up to the Israelites. Now this! But through it all, Moses was developing in his ability to trust God no matter what. He learned some important lessons in self leadership that he continued to use later in situations with Aaron, Miriam and the sons of Korah. Sadly it was self leadership that finally let him down when he got angry with the rock instead of speaking to it as God had told him. It was pointless to put the blame on the complaining Israelites. We

have to get rid of the “mad” attitude inside us, not the mad attitude we meet in others!

King David had one of those days too when he came back to Ziklag with his men (1 Samuel 30:6) only to find that the city was destroyed, their wives and families kidnapped and all their belongings stolen. If you came home from a hard days work that might be tough for you too! David’s men weren’t very happy. That’s an understatement. They were talking about someone paying for this. Looking around David didn’t see anyone but himself being pointed at! Rather than try to talk them down and use his calming techniques he made an exit stage left. This was a good moment to focus on self leadership. He didn’t have a clue what to do but knew someone that might. He fell on his face before God and “strengthened himself in the Lord.” With the priorities in the right place, he went back to the men with a plan which they followed. Phew! That was a close one. I’m not so sure if he would have survived if he had tried to talk his way out. But often that’s what we decide to do. Unfortunately he had some trouble with self leadership much later in his life when instead of being on the battle field, he found himself looking out of his window at a beautiful woman bathing on her rooftop. I guess the woman had some trouble with self leadership too knowing that her rooftop was in full view of the palace!

Elijah actually had been having a good day (1 Kings 18). The prophets of Baal had failed to bring fire down on the offering and his altar, which had been saturated with water had burst into flames. The people responded like a dream. They had shouted, “The Lord alone is God.” This was a new day for Israel. Just hours later however, Elijah was a fugitive running for dear life from the threat of death from Jezebel. He headed for the desert, sat down and asked God to take his life. Quite a turn around. Stress had got to him and he needed some self leadership at this point. He had some angelic food which gave him energy for the long hike to the mountain to meet with God. Unfortunately that was really the end of his career as prophet. After doing so well in the ministry setting and seeing a revival among the Israelites, he failed the self leadership test.

It was a good day for Jesus too (Mark 1). He preached his heart out and the whole town practically had come to the house. He healed those who were sick and cast out demons. There was excitement everywhere. The following morning everyone was looking for Jesus to see more miracles and hear more stories but he was nowhere to be seen. He’d slipped away early in the morning. He was tired but he knew he needed some space for reflection and prayer with his father. Peter found him and shared the news that everyone was looking for him. But his time alone with his father had made it clear he

was to move on to the next town. That's self leadership. Knowing his priorities and living them out. He didn't cave in to the requests and needs of those around him.

For me it hadn't been a good day. **Family:** Our oldest two kids were attending the school right next to our housing estate. It seemed the obvious thing to do for them to attend there but now we were having second thoughts as it had a very rough clientel. They had friends who wouldn't necessarily have been our first choice. Our daughter had been threatened and was scared of walking out of the front gates by herself. The girlfriend of one of the guys in my sons class had "looked" at him and created some jealousy in her boyfriend who proceeded to punch my son. With great self restraint, my son didn't retaliate and so wasn't expelled. As for our youngest, we hated the thought of him attending the same school in 6 months time. **Friends:** We knew that YWAMers can be fairly transient and so made an effort to establish friendships outside of the mission. However even these friends that we had formed over some years were moving away and we were feeling isolated. **Fellowship:** We had been very involved in the start of a church and loved it but somehow there was a negative feeling towards the mission we were involved in and we began to feel pressure to move on somewhere else. **Finances:** we raised our support from family and friends and of late we were finding it hard to make ends meet. Teenagers can be expensive! **Focus of ministry:** My wife had been very involved in preschool education but it seemed to be coming to an end. The question was, where should she focus her energies now? We seemed to draw a blank. **Fitness:** Stress affects people in different ways and for me it was headaches. I was embarrassed how many paracetamol tablets I was going through. **Future:** All of this left us wondering what we were doing and where we were going.

Now if one or two of these things were bothering us, it wouldn't be such a problem but with all of them happening at the same time, it created an overload and something had to give. We had lost our sense of inner peace. It was like the cloud had lifted and like the children of Israel we needed to move on. One day while I was out prayer walking, the Lord gave me a mental picture. I saw a cake being baked and when it came out of the oven it didn't look good. It had fallen and tasted stodgy and awful. So what do you do when you have a cooking failure? Try again? I read that, insanity is doing the same thing and expecting a different result, so obviously to get a better result something in the recipe needed to be changed. The amount of ingredients, the temperature of the oven, the size of the pan or something to make this recipe work. Likewise in our lives something needed to change. We had been living in this same area for the past 15 years with very fruitful ministry. As we prayed, the thought of moving became a positive option. We felt we should

move somewhere outside of the Paisley area, so we put our house on the market. We soon discovered that we needed an 8th F to follow the seven negative ones we were experiencing and that was Faith. The new location we settled on was far more expensive than where we had been living. So we downsized but it was still far more than we could afford. We prayed and received a firm verbal offer for our house. We prayed again and had an interest free loan offered for the new house that enabled us to move. We put in our offer for the house which was accepted immediately and an hour later the offer for our house was retracted. We were now in trouble. We prayed again and a friend came through with a bridging loan for the whole price of the house until we had found another buyer. Phew. We knew this house was a miracle house and it proved to be the answer to all the issues. All 7 F's were sorted over the next months and inner peace flooded back into our lives. It had been a time for real self leadership. We were desperate and needed some desperate measures.

An entry in my journal from that time wrote, "My gift to YWAM is to keep a healthy, balanced life, stay alive in my spirit and keep the right priorities, so I can lead with passion." That balance had been thrown off with so many issues taking place in my personal life at the same time. Those stressful situations needed some major self leadership time. Proverbs 4:20-23 says, *"My son, give attention to my words; Incline your ear to my sayings. Do not let them depart from your sight; Keep them in the midst of your heart. For they are life to those who find them and health to all their body. Watch over your heart with all diligence, for from it flow the springs of life."* We live from the inside out. We lose that inner peace and everything we do or put our hand to is effected. 3 John 2 states, *"Beloved, I pray that in all respects you may prosper and be in good health, just as your soul prospers."*

We all go through difficult situations from time to time. We are not promised a life free from trials and tribulations and are even encouraged to rejoice in them, knowing that God can do some amazing things in us through the experiences. Like Paul perhaps we can say, *"Though outwardly we are wasting away, yet inwardly we are being renewed day by day."* 2 Corinthians 4:16. Sadly for many of us, it's often reversed, "outwardly we're *"doing fine"*, yet inwardly we're wasting away." Why don't we share or say something. Somehow we fail to function in self leadership and tolerate wasting away rather than be renewed.

Growing up as adults

Growing old is mandatory; growing up is optional.

Chili Davis

I often lie in bed and think back 20, 30 or 40 years ago. Inside I just don't feel older. Who I am has stayed the same. The real difference is that now my body just doesn't respond like it used to. As I pull my legs over the side of the bed and head for the bathroom, I just don't have that same spring in my step that I had when I was ten! However a lot has changed. I am not childish in my thinking anymore – some might challenge me on that fact, but I have gone through the three stages of growth in 1 John from child to young man and now to father. The responsibilities have changed, the experiences have been broader, the wisdom has grown (I hope).

Growth has always been fascinating to me. Some years ago we received the gift of a border collie puppy from my brother. She was adorable and just 6 weeks old. The whole family loved her to bits. Each week we could actually watch her grow and develop and in six months time she was fully grown. It was amazing. I wish I could grow at that kind of rate in areas like thinking positive thoughts all day, immediate joyful obedience to God or counting it all joy when all kinds of trials descend on me! Do you remember standing up to the growth chart as a child? A mark would be put on the chart and several months later you would stand there again to see how many millimetres you had moved up the chart. Such was the desire to grow. Where does that motivation to grow up come from? Do you sometimes feel you need an injection of liquid motivation, to give you that umph inside to push you to “go for growth.” Several years ago now my wife and I began what we called a “growth group”. I put out an advert in the church bulletin asking for people to commit themselves to an interactive, challenging and potentially life changing training in discipleship for the next six months, meeting every second Thursday. Fifteen signed up and attended the course come rain or shine. There was a hunger in the group. People wanted desperately to get out of the plateaued lifestyle they were in and really make progress. We became a community together and that six months grew into eighteen months. Then many of those leaders started their own groups. When growth takes place it is contagious. When you are around people who are learning and growing and excited about it, you get excited too.

The bible is full of scriptures about growth and of stories illustrating growth. Here are just a few verses from the new testament relating to the word grow:

- “so your hope will continue to grow” - Romans 15:13
- “that your faith may grow” - 2 Corinthians 10:15
- “we must grow up in every way to Christ” – Ephesians 4:15
- “They grow bolder all the time to preach the message fearlessly” – Philipians 1:14
- “grow in your knowledge of God” – Colossians 1:10
- “May the Lord make your love for one another and for all people grow more and more” – 1 Thessalonians 3:12
- “Grow in grace and knowledge of our Lord” – 2 Peter 3:18

Then there’s all the stories that we can read that illustrate growth taking place. Right from Adam & Eve learning the hard way about growing in their love for God and for one another, Abraham learning obedience to God through leaving his home town and going to an unknown destination, Isaac through persevering in digging new wells, Jacob in submission and repentance to his brother, Joseph in forgiving his brothers and right on through the bible. We see such men and women who met with God and developed character and competencies and have become examples for us to follow.

So how are you growing? Think over the last month or the last six months, how have you grown? In what areas? We often find it hard to think measurably about what has taken place. We go from one experience to the next but don’t take time to evaluate and debrief ourselves to know what has really happened. Do we ask ourselves, “What did I learn? How did I develop? In what ways have I changed? What will I do differently next time I find myself in that situation?” It’s easy to see how a child has grown as they stand up to the chart because we can see the black lines and measure the distance between them. But when it comes to our character or competencies we haven’t thought enough about where we want to be, how we are going to get there and how we measure it when we have arrived.

What are the processes that we go through in order to grow? We are all different and we will all develop in different ways but its helpful to know for ourselves the best way we can progress. Here are some ways. Perhaps you grow with a combination of these working together.

1. Revelation – *an enlightened mind needs to become an understanding heart* . You have probably had one of those ‘aha’ moments when you were sitting in a pew, or at home reading and suddenly the lights go on for you. Something clicks inside and you understand a concept, or you see the missing link or you know what to do in a situation. Jesus encourages Peter one day when he received a revelation and declared to Jesus, “You are the Christ the son of the

living God.” Jesus tells him that this has been revealed by his father in heaven. Sometimes revelations come in the midst of very difficult situations. Some years ago we were sub-letting a house in Scotland. The renters had moved away for a while and didn’t know if they were coming back. On their decision to not return, they encouraged us to become tenants. So we started the procedure and as soon as we signed the papers for application, the clerk behind the desk told us we had to pack our bags within 24 hours or he would send in the bailiffs. You can imagine our total shock. We had been led to believe we would become tenants by putting in our application but they had deceived us into signing the document as the council was desperate for more housing. We were later to be informed that we were at the bottom of the housing list with hundreds above us with prior access. What would we have done without friends? All our belongings were put into storage and we stayed with friends in their two bedroom flat. They had one child and we had two. It was cosy. The revelation that became very real over those months was that “things weren’t important, relationships were.” We know the scripture well in James 1:2-4 that says, “My friends, consider yourselves fortunate when all kinds of trials come your way, for you know that when your faith succeeds in facing such trials, the result is the ability to endure. Make sure that your endurance carries you all the way without failing, so that you may be perfect and complete, lacking nothing.” That means a lot of learning through revelation! Psalm 119:105 tells us “Your word is a lamp to my feet and a light to my path.” We can grow as we meditate, contemplate and receive revelation from the father about our lives and how we should live them.

2. *Spiritual Disciplines* - *What you can do He won’t do for you!* Have you prayed the prayer, “Dear Lord, so far today, I’m doing all right. I have not gossiped, lost my temper, been greedy, grumpy, nasty, selfish, or self indulgent. I have not whined, complained, cursed, or eaten any chocolate. I have charged nothing on my credit card. But I will be getting out of bed in a minute, and I think that I will really need your help then!” We all need help don’t we and when we get into the habit of establishing spiritual disciplines in our lives they can help to keep us on track. I always joke with my friends about the fact that my dog has made me more spiritual. The fact that she needs walks every morning and evening has set a pattern for prayer that has been so helpful for me. These last 7 years I have made such progress in my spiritual life and this has to be a major reason. I Timothy 1:7 shares, “You are not given the spirit of timidity, but power, love and self discipline.”

3. *Reflection and Evaluation* - *Not just knowing where you are but how you got there!* We live in a society that is fast paced and action oriented. The mission I have been involved in for the past thirty years has a great strength in envisioning the future but not so good at evaluating the past. For some years

now I have taken up the habit of journalling and again I have benefitted in a major way. Perhaps it's my personality or part of getting older but I find it hard to recall thoughts and processes. Without writing them down, they are lost. Another experience I have is that sometimes my mind is stuck in low gear and when I start writing it actually helps my brain to get into action. Journalling seems to unlock the inspiration that is lurking deep inside. It's a great way of slowing down the pace of life too and taking time to think over my life, reflect, examine, give feedback and discern what God has actually been teaching me through the things I have experienced. The Lord encourages Moses to 'Write this in a book so that it will be remembered.' Exodus 17: 14 and similarly to Jeremiah, 'Write down in a book everything I have spoken to you.' Jeremiah 30:2

4. Difficult experiences - *What God does in your life, He wants to do through your life!* Wouldn't it be nice to learn all our major lessons through positive experiences? However it seems we like to learn the hard way. If you think back right now, the deep lessons you have learned have probably been through some rough experiences. I am sure Peter would never have forgotten the look of Jesus across the courtyard after he had just denied him three times. I am sure David's conversation with Nathan was burned into his memory. Nathan had told David a story and he had made a judgement on the rich man who rather than take one of his own sheep to fix a meal for a visitor, took the only sheep of a poor man. Of course David was the rich man in the story and came under his own judgement. He repented greatly for his sin. One of my greatest fears when I first stepped into leadership was losing my key leaders. I relied so heavily on them to see the ministry function. Well, the time came and two years into my national role, I lost the pioneer leader of the city ministry we were starting, as well as my national administrator. I learned some lessons through that experience. How easy it is to put our trust in people rather than the Lord. How easy to overlook people when you have strong leaders in place. How easy to get comfortable with a certain team. Lessons of delegation, trust, coaching, and team building were quickly learned. Philippians 2:13 "God is at work in you to will and to work for his good pleasure."

5. Mentoring relationships - *Understanding the facts and recognising their significance to me.* As much as we like to come up with the wisdom ourselves, so often it takes a friend, a co-worker, a coach or mentor to help us see things clearly and with objectivity and perspective. During my studies at university, I met up with YWAM. Through this connection, I decided to attend a discipleship training school and school of evangelism after I graduated from my degree programme. One of the main things I learned through that year of training was the value of mentoring. I had lived in the church practically since

I had been born, yet I had never had someone committed to disciple me and spend regular time with me. It was through those times I was faced up with some of the issues of my character that no one had spoken into throughout my christian experience. Sometimes we just don't get it through preaching and teaching but we need someone personal sitting with us and helping us apply biblical truth to our lives. These friends and mentors are able to help us in many ways to grow and develop in our lives by giving counsel, coaching help, accountability and revealing blind spots. Mark 3:14 "He appointed 12.... that they might be with him and to send them out to preach."

6. Formal Education - *Christian education isn't just knowledge but active obedience.* Jesus took his disciples aside on a regular basis to give specific input and training. He knew that he was only with them for a limited time and so there was much for them to learn. Generally formal education is considered the poorest way of learning but it can be maximised through interactive, creative methods rather than learning simply through a talking head style of teaching. Let's face it, generally formal education is the main way we train. The key is always how we implement the principles we learn into our day to day lives. "Study to show yourself approved to God and correctly handling the word of truth." 2 Timothy 3:15

7. Taking responsibility - *Being responsible brings respect.* I have always been one of those people who liked responsibility. I guess I liked to make the decisions but more than that, I learned so much in the process. Whether it was being a sixer in cubs, captain of the football team, leading the Christian union in school and university or now in YWAM. Sometimes I was dropped into the deep end with no coaching or orientation, other times there was someone to help show me the ropes. But probably I have learned the most over the years through the responsibilities that I have taken on board. "You have been faithful with a few things, I will put you in charge of many things." 2 Timothy 2:2

8. Setting goals - *The progress we make depends on the faith steps we take* I read as little as 2% of the population actually write goals and use them for life development. I like goals. You are beginning to think I am crazy I know. Maybe for you the word goal isn't a positive one. Well call them something else. How about focus, aim, challenge or ____ you fill in the blank. We all need to be progressing somewhere, so the question is where is that progression taking us. I would invite you to be open to the idea of being proactive in your life and thinking ahead of time where you want to be and how you are going to get there. That is basically having a goal. The bible is full of people who had goals for their lives. Caleb asked for the mountain of Hebron and waited forty five years to claim it. Jesus came with a three year goal of preaching the

Kingdom of God around Israel, discipling twelve men, and going to the cross for the redemption of mankind. Paul wanted to reach his world with the good news of Jesus and plant churches that would multiply. "I press on toward the goal." Phil 3:14 We are going to learn more about how setting goals can help you in your self leadership in later chapters.

So how does growing work for you? There may be other ways you learn and grow but here are eight major ways. Think over your life and pick out the main two or three ways that you have experienced the most growth over the last 5 years. You will probably find that in different seasons of your life, you will have different answers. Take a moment to jot down some of the things you have learned in just a few words.

1. [] Revelation
2. [] Spiritual disciplines
3. [] Reflection and evaluation
4. [] Difficult experiences
5. [] Mentoring relationships
6. [] Formal education
7. [] Taking responsibility
8. [] Setting goals

Approach to growth from four different personalities types

Doers. These active people approach everything as tasks (even sometimes relationships) They bring order into their own lives and try to bring it to others too. Some would call them bossy. They like challenges and love to jump into action. They like decisions and quick ones. If change is going to happen, they are keen to see it happen now, why wait after all. If they are mentoring you, there admonition will be to just "do it". They like goals and something clear to aim for. They like taking responsibility and don't mind difficult experiences especially if they have the freedom to work it out their own way. They are not so hot on the reflection or sitting too long in formal education. At times they move too fast for the revelation to settle.

Inspirers. These people approach everything as possibilities. They bring fun into the group and love talking about anything and everything. Development often depends on the relationships involved. Books become good friends to these people. They are dreamers and so can often find journalling and speaking inspiring and helpful in seeing growth take place. They need something to impact them deeply to bring about change, because although they love starting things, they can be distracted easily and find following through on tasks more difficult.

Stabilisers. These people approach everything with a today focus and desire peace and harmony with everything they do. They love to spend time with people and therefore will be impacted for change through relationships. Progress equals a string of good days. They take life as it comes and will tend to grow in a steady way rather than in bursts of energy. Change isn't necessarily a positive word for them, so they need to be convinced that the change will be worth the effort.

Implementors. These people approach everything with categories and lists. They also like goals to bring a sense of order and direction. They are hard workers but can often lose out on the relationships around them. They can get into ruts of methods and ways of doing things and if change threatens those ways, they have to be convinced of the benefit before moving into action. Show them the facts of why it's important and they are won over. Everything tends to be serious for them and so change is a serious business. They need help to enjoy life more.

In a sense some grow more through relational approaches and others through task approaches. Of course we need both. The eight means of growth we have looked at have elements of both relationship and task but here's how I often look at them:

Relational approach: Revelation, reflection and evaluation, mentoring, formal education are all more relational in their approach. Revelation as we relate to God and hear what he has to say to us, reflection and evaluation as we take time in our personal lives and relationships to understand our feelings and thoughts, mentoring as we take time with another to share together about a topic and formal education as we approach learning as a community, especially when there is interaction and group work involved in the learning style.

Task approach: spiritual disciplines, difficult experiences, taking responsibility and setting goals are more task in their approach. Spiritual disciplines create a structure for the way we live and function, difficult experiences give a challenge to overcome and think through, responsibility usually involves maintaining and developing a business, ministry or group with all kinds of tasks to fulfill and setting goals establishes clear strategies and ways forward to accomplish my dreams.

chapter three

A framework for development:

Recognising your roles

This is our predicament.

Over and over again we lose sight of what is important and what isn't.

Epictetus

Have you ever asked yourself the question, "What does my life consist of?" We read of Jesus growing up in Luke 2:52 that "He grew in stature (body), wisdom (soul), favour with man (relationships) and God (spirit)." In Luke 4:18-19, Jesus stood up in the synagogue and declared that "The Spirit of the Lord is upon me in order to do..." and he lists off some of his tasks as the messiah, "*to proclaim the gospel to the poor, to heal the brokenhearted, to proclaim deliverance to the captives, and new sight to the blind, to set at liberty those having been crushed and to proclaim the acceptable year of the Lord.*" Jesus had worked as a carpenter with his father up to the age of thirty and now enters a new calling with very clear tasks. He also established some very key relationships in his life and spent many of his waking hours with them. Mark 3:14-15 "And He ordained twelve, that they should be with Him, and that He might send them out to proclaim, and to have authority to heal sicknesses, and to cast out demons."

So there are three elements to the life of Jesus. 1. His personal life where he grew in stature, wisdom and favour with God. 2. His relational life where he grew in favour with men. 3. His ministry life where he preached the Kingdom of God, went to the cross and fulfilled his calling. It's interesting to note that the relationship with the twelve was initially a ministry role, and he always maintains this role as a leader of the twelve. But there comes a point where he calls them *friends* not just *servants*. At this point they have become relational roles. I ask myself the questions, "Over time do my colleagues become friends? Sometimes we are surprised that who we thought of as friends were simply work relationships."

Now our life involves relationships and tasks. The relationships often include tasks and the tasks usually involve dealing with people, but these categories are helpful as a framework.¹ Our personal roles always include our spirit, soul

¹ Concepts taken from *First things first* by Stephen Covey

and body as 1 Thessalonians 5:23 prayer of Paul shares, “May the God of peace Himself sanctify you, and may your whole spirit and soul and body be preserved blamelessly at the coming of our Lord Jesus Christ.” So I have filled out these three aspects in the chart below already. Again these categories give us a good framework to think about growth in the three aspects of our relationship with God, our character and physical make up. Think about your own life and write in your own relational and work or ministry roles in the following chart. Each role will have its own agenda and boundaries.

Roles	In the life of Jesus	In your life
Personal	Spirit	Spirit
	Soul	Soul
	Body	Body
Relational	Son of Mary & Joseph	
	Older brother & wider family	
	The disciples	
	Friend	
Work or Ministry	Teacher	
	Leader of the 12	
	Messiah	

Relational roles: We have to think of our lives in terms of seasons and we will be looking at this some more. There comes a certain time in our life where certain roles take on a greater amount of time. While our parents are working and healthy, our involvement with them may be in terms of phone calls, visits and holidays. However, when they are older this role may take on a huge amount of time, especially if they come to live with us or are sick in hospital and need regular visits. The same goes for members of the family. In different seasons, a specific member of the family may take huge amounts of time and need their own role but in another season we could put our wider family roles together as they may only take on a level of communication or occasional meal together. It all depends on how close you are living to all your family and how close those relationships are. This is where your roles will look different from others.

Fulfilling a role doesn't just happen.

Roles are going to take at least eight things:

1. Time & energy – if I have a title, but I don't give it any time, I either am being very irresponsible or have a role with no responsibility. This latter category is not really a role for the purpose of this framework. Of course it could become

a role at another time, but each role will take time and need some energy from you.

2. Responsibility & authority – I will have a certain responsibility & authority to fulfill for each role that I need to think through. What is my responsibility and authority as a son or friend or in my job? Since my Dad died some years ago, I have felt a new sense of responsibility for my mum who now lives alone. Communication is very important to make sure she is doing OK.

3. Inspiration & creativity – “predictability kills” and each of our roles will plateau without some inspiration and creativity. Our relationships need something to look forward to, some excitement, some change in order to keep growing and developing. For instance, I know in my relationship with God, I need variety in the way I read the bible and in my prayer life.

4. Development & vision – if we’re not developing we are regressing. How do I want to develop in each of my roles? What is my vision? How do I want to see each role change for the better in the next year? (more about this later).

5. Objectives & goals – as we look at our roles, we will hopefully have seen some progress over the years. Hopefully we have matured and seen our roles develop. In order to continue to see progress it’s helpful to take an aspect of our lives that we want to see develop some more and be specific about those changes. As we have objectives and goals it enables us to see steps towards the change we long to see.

6. Management & accountability - it’s one thing to see the vision and have a goal in mind but it’s another to work steadily towards it. For that we need some management and often some outside help in the form of accountability - people who will spur us on and encourage us to keep going.

So let’s take a closer look at our personal, relational and work or ministry roles and see how we can apply some self leadership to them.

Growing in our personal roles

The following questions are not at all exhaustive but form the basis of an evaluation of our personal lives. These questions can be asked regularly to stimulate some realism and openness in our lives. They will also help us see if we are focussing on all aspects of our lives or just a small part. Are we more aware of our spiritual, emotional or physical lives? Are we led more by our minds, wills or emotions? We need to develop a versatility so we can function in all areas but learn to submit to the Holy Spirit. Our lives are not our own we read in 1 Corinthians 6:19 as we have been bought with a price. We will continue to have a bias just as we will tend to be left handed or right handed but at least we will be aware of all aspects and be able to adapt as necessary.

Self leadership evaluation of our personal roles²

Spirit man:

Is my calling clear & vision clear? Acts 20:22-24 “I feel compelled to go to Jerusalem. I’m completely in the dark about what will happen when I get there. I do know that it won’t be a picnic, for the Holy Spirit has let me know repeatedly and clearly that there are hard times and imprisonment ahead. But that matters little. What matters most to me is to finish what God started: the job the Master Jesus gave me of letting everyone I meet know all about this incredibly extravagant generosity of God.” Life had focus for Paul, it released energy for him and he set about seeing that mission fulfilled. What is your calling & vision? Are you called to the local church, market place or missions? Do you have a particular nation or people on your heart? Or perhaps there is a particular need that you want to reach out to or ministry with a specific focus?

Am I happy about who I am? Luke 10:27 “...love the Lord your God with all your passion and prayer and muscle and intelligence – and that you love your neighbour as well as you do yourself.” Sometimes there are a lot of fingers pointing inwards that tell us we’re not OK. God thinks we are. Change what you can, accept what you can’t. Once we come to terms with the reality that we are all dysfunctional in some ways and that we always will be, we can relax a little.

Is my passion hot? Revelation 3:15-16 “I know your deeds, that you are neither cold nor hot. I wish you were either one or the other! So, because you are lukewarm-- neither hot nor cold-- I am about to spit you out of my mouth.” Whose responsibility is it to keep me passionate? Mine! We love to put the blame onto others don’t we and it’s also easy to come up with excuses why we aren’t always hot! What do you do that inspires your passion and fires you up on a daily basis? Whatever it is you need to make a habit of it. Fires have a habit of dying out.

Are my ears open to the Spirit’s whisper? Hebrews 4:7 “Today if you hear his voice, do not harden your hearts.” I have heard it said that 80% of breakthrough ideas come from the prompting of the Holy Spirit not through deep thinking processes. God speaks to us in different ways, so don’t worry about the ways you don’t hear him, the key issue is that in some way you hear him. Hearing his whisper is the first step to being obedient, to having direction for your life, to moving in the gifts of the spirit and to simply

² Some questions adapted from Bill Hybels, *Courageous Leadership* (Grand Rapids, Michigan: Zondervan)

enjoying relationship with him. When was the last time you heard his whisper, felt his finger pointing something out that needed dealing with, received his affirmation or felt his presence almost tangibly?

Is my heart after God and my DNA becoming holy? 2 Corinthians 6:6 “By our purity, knowledge, patience, and kindness we have shown ourselves to be God’s servants---by the Holy Spirit, by our true love.” When we spend time with people, something of them rubs off on us. God’s whole intent is that we become more like Jesus every day (Romans 8:29). That means we think, feel, act and respond in the way Jesus would. His values become our values. We have joined the family and start taking on the family resemblance. So how are we doing? More holy today than yesterday or last year?

Soul man:

Am I pursuing love and subduing pride? 1 Peter 5:5 “All of you, clothe yourselves with humility toward one another, because, ‘God opposes the proud but gives grace to the humble.’” The question addresses the object of my love. If the object is me, then pride rules. If the object is God and others then love rules. I have a choice: opposition from God or grace and favour. The best way of finding out if pride is affecting our life is to ask our team-mates, our spouse or friends: “Do you ever sense a prideful spirit in or around me?” If you just couldn’t ask a question like that, then you probably do have a pride issue.

Is my character submitted to Christ? 1 Corinthians 4:17 “He will remind you of my way of life in Christ Jesus, which agrees with what I teach everywhere in every church.” Leadership requires moral authority. People see your integrity and then trust can be built. Surveys on what inspires a follower to throw his or her lot in with a particular leader over a long period of time have shown that near the top of every list is integrity. What’s the latest character quality that the Holy Spirit has been working on?

Am I a lifelong learner and implementor? John 7:15 “The Jews were amazed and asked, “How did this man get such learning without having studied?” In the UK those learning to drive have to put a red letter L on their car. We have the opportunity of wearing our L plate too. Are we teachable and open to learn in all areas of our lives? Is it true that the more we know, the more we realise there is to know? Teachability keeps us from becoming rigid and set in our ways and enables us to learn from anyone we come into contact with. So how are we doing with our learning?

Am I extravagantly generous? 2 Corinthians 8:2 “Fierce troubles came down on the people of those churches, pushing them to the very limit. The

trial exposed their true colours: They were incredibly happy, though desperately poor. The pressure triggered something totally unexpected: an outpouring of pure and generous gifts.” We are blessed to be a blessing. No matter how much we have or how little, we can be generous of spirit. God demonstrates his extravagance throughout creation and through the giving of his son for our redemption. We have the opportunity to respond by giving all we can for the blessing of others just as he has given to us. Do I just give, or am I over the top with generosity?

Are my fears at bay and joy full? 1 Timothy 1:7 “For God did not give us a spirit of timidity but a spirit of power of love and of self discipline.” Fear is an immobilising emotion and hinders us from introducing more change, taking risks and confronting when it’s needed. Joy on the other hand sets us free to see everything in a positive light and enables us to bounce instead of drag our feet. How are we dealing with our emotional life?

Am I able to make the right choices? Proverbs 16:10 “The king speaks with divine authority; his decisions are always right”. Like me you have probably made a whole lot of wrong or bad choices but hopefully they have added to your wisdom. Through experience, hearing God’s voice and an understanding of Godly values, we are able to make good decisions and live righteous lives. Our choices should be not too quick, not too slow but with the right processes. Our life is made up of choices right, so we should be getting better at it.

Body life:

Is my personality submitted to Christ? 1 Corinthians 9:22-23 “I have voluntarily become a servant to any and all in order to reach a wide range of people....I didn’t take on their way of life. I kept my bearings in Christ but I entered their world and tried to experience things from their point of view. I’ve become just about every sort of servant there is in my attempts to lead those I meet into a God-saved life.” We have been wired a certain way in our bodies so that we have preferences and strengths. The challenge is that we have all been wired differently and at times we need to adapt the way we approach things so that we can live in harmony. Let’s make sure we are not slaves to our personalities and are learning to be versatile and be all things to all men.

Am I eating nutritiously, exercising regularly & sleeping contentedly? 1 Corinthians 6:19-20 Phillips “Have you forgotten that your body is the temple of the Holy Spirit, who lives in you, and that you are not the owner of your own body? You have been bought, and at what a price! Therefore bring glory to God both in your body and in your spirit, for they both belong to him” If we are wanting to serve God for the long haul, then it makes sense to take care of

our bodies. That includes keeping them in the right shape, as much as possible and feeding them food that is wholesome and that actually has some food value (rather than a bunch of chemicals). Burning the candle at both ends doesn't help anyone and although some can get away with a few hours sleep, most of us require 6-8 hours/night. It also requires us giving over our worries and stresses before hitting the pillow too – easier said than done I know.

Are my sexual desires appropriate and under control? 2 Peter 3:1 “My dear friends, this is now the second time I’ve written to you, both letters reminders to hold your minds in a state of undistracted attention.” There is such pressure to think like the world thinks. “It’s only natural!” But we have been called to a different citizenship. The issue isn’t so much working at our bad desires but establishing good desires in our hearts. Love is the greatest motivation that we have, so if we can love the right things, think about these things (Philippians 4:8) then we are well on the way to coming under Jesus’ lordship in this very important part of our lives.

Is my leisure time fulfilling and enjoyable? Matthew 11:28-30 “Are you tired? Worn out? Burned out on religion? Come to me. Get away with me and you’ll recover your life. I’ll show you how to take a real rest. Walk with me and work with me – watch how I do it. Learn the unforced rhythms of grace. I won’t lay anything heavy or ill-fitting on you. Keep company with me and you’ll learn to live freely and lightly.” People tend to rust out or burn out! It is easy to fry our emotions, damage our bodies, neglect our families and our own needs. A seasonal balanced life includes busyness of ministry, depth of relationship with family, friends and colleagues and then time away to relax, have fun, enjoy some sports and hobbies, get refreshed and refocused so we can be more productive in the other areas of our lives.

Are my gifts developing? 2 Timothy 1:6 “Fan into flame the gift of God.” How are you gifted? It is important to know the gifts you have been given because you are accountable to God for your use of them. Find people who can coach, mentor and develop you in your gifts. Continually get involved in seminars, schools, programmes to enhance your skills & knowledge.

So how did you do with the simple fifteen question evaluation? Of course life is more complex than just these questions. But perhaps they reminded you of some of the areas of your life that have been no-go areas. Things you have danced a figure of eight around over the years, aspects of your inner life or life with spouse or friends or certain responsibilities that get you in a twist. I refer to these as personal Jerichos but more about those later.

Take a few minutes now and allow the Holy Spirit to direct you to a couple of questions that need a little more of your attention. Be honest and ask for God's help in seeing how these areas could change. For a summary of the questions you can look at the chart of appendix 1 on page 86.

Growing in our relational and work or ministry roles

Perhaps you have already written down your relational and work/ministry roles. Let's take a moment to revisit these key roles that you are fulfilling right now. Think of your family (Husband/Wife; Father/Mother; Son/Daughter, Brother/Sister, wider family;) your friends and your work. Roles represent our responsibilities, relationships and areas of contribution. Much pain comes from the sense that we are succeeding in one role at the expense of other, possibly more important roles.

Ideally, it's good to keep the number of active roles down to 7 as it has been shown that we have difficulty in handling more than this number on a constant basis. Your main ministry role may however have a number of aspects to it but at this point let's keep it at just one role. For instance my leadership of YWAM western europe has many aspects. I could separate roles of meeting with the leadership team, overseeing regional projects and visiting operating locations and national groups for advice and training. For now I will call it just one role. Later we can develop a job description breaking our job role down to the various categories.

If you don't have as many as seven roles don't worry. If you have more, ask yourself how much time each role takes over a week or month's time. If you are not fulfilling all the roles that you have and continually run out of time then perhaps some of your roles need reorganising and some aspects delegated. For instance, I have several roles that I have put together under the heading of wider family. This would include being a son, a brother, an uncle and then all my in-laws. If I was in a situation where my mother was living with me, the role of son would be more of a major role and would have its own box. However at present I keep in touch on the phone and see her when I am able. My relationship with my brother overlaps into the ministry role as well. I see him on a relational basis as someone who I can share anything with but also in the ministry role of leadership development where we function together in training programmes. The fact that I live in Spain with such a distance between all our family members means these wider family relationships fit into one role for me. So everyone's roles will look different and they will change in emphasis from season to season.

Example of Stephe's roles			Your roles	
Relational Roles	1	Husband	1	
	2	Father	2	
	3	Wider family	3	
	4	Friend	4	
Work or Ministry Roles	5	Leadership development trainer	5	
	6	YWAM leader for Western Europe	6	
	7	Church leader	7	

Here are a few questions to ask yourself as you look at your list of roles:

1. Are some roles gaining more of my attention and some roles gaining less to the point of neglect?

I am focusing on: _____

I am neglecting: _____

2. What roles involve things I consider most important and yet are not receiving enough attention?

3. What things do I wish I were doing that do not fit one of my present roles?

Where will my roles takes me?:

Role development

*I can teach anybody how to get what they want out of life.
The problem is that I can't find anybody who can tell me what they want.*

Mark Twain

Where do you live? In the past, present or the future? I work in a mission where we always joke about our founder Loren Cunningham living at least fifteen years in the future. He sees the future as if it is now. As he shares about the future, he paints a visual picture of what he sees happening. So our environment in YWAM is very future focused. Now Loren is a visionary but he is also a strategist and is very aware of where we are today. Have you come across people who don't live in the real world? They don't enjoy today, because they are looking for tomorrow. To be honest I have had that tendency. I love to accomplish and so want to see the end result. I remember renovating our kitchen and allowing five days for the house to be a total mess. I had a good friend who was doing the major work and I was the helper. When we had stripped the whole kitchen we found walls were all cracked and needed replastering, plumbing was awful and we soon realised it was going to take longer. Two weeks later after cooking from a microwave and washing up in the bathroom, we had a kitchen once more. I was so glad to be finished but I realised in a new way that I hadn't "enjoyed the process". I live for the completion. For those who like everything to be in order, this is a hard lesson. That day I remember being challenged by the Lord to enjoy each day as it comes.

Others like the Israelites can live in the past. They had backward vision and could only see the things they were missing from Egypt. When in transition, that backward look reminds you of the familiar and helps to make you feel secure. But we can't live in the past. We can learn from it and need to make sure issues from the past are sorted but we need to move on. Otherwise the past stops us enjoying today as well.

God has a desire that we will become more like Jesus, and we can read about it in Romans 8:29. As we think about that perhaps our response is, "that aint gonna happen!" Or perhaps the thought that if it does, it's going to take a long time. Well God isn't in a rush. Of course he accepts us as we are, totally loves us and is committed to us no matter what. However as we grow in our love

for him, we become more like him. I see in my marriage of 28 years, that some of my wife's qualities have rubbed off on me. I am a nicer person for having spent all these years with her. My hope is that I have rubbed off a little on her too.

So let's translate some of these thoughts into a view of our journey and growth. In order to develop we need to keep our eye on the past, the future and live in the present. It's no good wishing we were back in time somewhere, or being lost in our dreams in the future of "what if". Our feet are on the ground and we are living in this moment. The question is, are we happy about how we are living today? If not let's think with God about what we can do.

There's a scene in the film "You've got mail" where Joe Fox (Tom Hanks), his girl friend, a lady and the porter are stuck in an elevator. As they wait for help to arrive they begin thinking aloud. The lady says "If I ever get out of here I am going to start speaking to my mumma, I wonder what she's doing right now." The porter says, "If I ever get out of here, I am going to marry my girlfriend. I love her, I don't know what's stopped me." Joe's girlfriend flippantly says, "If I ever get out of here, I am going to get my eyes lazered." Joe is just about to speak when he is interrupted by his girlfriend who isn't interested in listening to him, and that seems to confirm to Joe that they aren't meant for each other and he decides to end the relationships. It was amazing how in a few short minutes, their priorities came into focus, that is apart from the girlfriend. These relational roles had needed some clarity and the situation helped them to come to a time of decision making. Given time to reflect they made those decisions and their life changed as a result. So perhaps we need to create some space in our lives to reflect and ask ourselves the question, "If I am going to move on from here, I am going to...."

Take a look at all your roles again and reflect on how you can move on in your personal, relational and work or ministry. What would you like your life to look like in 5, 10 or 15 years time? What kind of relationships would you like with your husband or wife, your parents, your children or your friends? How would you like your job role to change, or relationships within that job? What would you like to be doing years from now? The same things or something different?

Identifying our priorities for the future

Richard Bolles suggests that some see life as 3 stages.³ Learning, Work & Leisure. As children and young people our main emphasis in life is going to

³ Richard Bolles, *The three boxes of life* (Berkeley, California: Ten Speed Press, 1978)

school, college and then university to learn and study. After 22 years or so we have our qualifications and we enter the working world. For the next 40+ years we earn a living, hopefully utilising our skills and strengths. Then at the age of 60 or 65 or younger if we happen to have made lots of money, we retire to a life of leisure and have the future years to think about enjoying ourselves on the golf course or with our grandchildren. Like me your response may be “boring!” This is obviously a narrow view of life. The truth is that we need to enjoy all three aspects of learning, work and leisure all of the time. At different stages of life the emphasis will be different but all the time we can be learning (personal roles), working (work or ministry roles) and enjoying leisure (relational roles). That’s why taking a look at our lives is so important, in order to bring the right emphasis to these three areas.

Over the years I have always enjoyed learning and have attended many seminars and listened to probably thousands of sermons. However at the age of 38, I was feeling the need for something more and I was challenged to go back into the learning field and study for a masters degree. It gave such a boost to me and I am so glad someone took the time to take me aside and encourage me to not just think of staying in the “work” box but mix it up a bit. Your life at a glance right now isn’t probably evenly divided as the boxes below:

Learning	Working	Leisure
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So what does your life look like? If you sliced through year, a month or week how would these categories be divided up? For the purpose right now, let’s consider learning as our personal roles, working as our work or ministry roles and leisure as our relational roles. What is the division in reality? Place your dividing lines in the diagram below.

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Now prayerfully consider what would you like the divisions to be? This begins to draw out what you would consider to be your priorities. Of course there is a difference between needs and wants but it begins to shape how we would like to see the future.

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Paul McKenna asks a good question in his book, “Change your life in 7 days”. He says, What would it be like if you woke up one morning and a miracle had happened - your life had become exactly what you wanted it to be? Do it now, stop and vividly imagine it. How would you know the miracle had taken place? What would you see? What would you hear? What would you feel inside? What changes would have happened in your personal life, your relationships, your finances, your health, your career?

My parents were quite different in their personalities, which is not uncommon for marriage partners. My Dad was the quiet, stable sort who liked to mull things over and never jumped into action immediately or did anything spontaneously. However my Mum tells me that when he asked her to marry him, it was the fastest decision he had ever made and would ever make in his entire life. Somehow the priority of his life came into focus right then and enabled him to make a clear choice.

Tribute Exercise: (page 30) The following exercise is to help you in thinking about your priorities for the future. Think of an evening 10 years into the future, where you are being honoured through tributes being given to you. Picture a beautiful setting, especially laid out for you. People are sharing their appreciation for who you are as a person. See these individuals in your mind’s eye as they stand and one by one pay tribute to you. These people represent roles you are fulfilling in your life. Also assume you have fulfilled these roles to the utmost of your potential. What would you like to be hearing others say about you? Take a few minutes and write down what you hear them saying. (the list could include your father/mother, brother/sister, son/daughter, favourite relative, friend, boss, co-worker...). You can see the chart at the end of the chapter for you to write out your roles and tributes.

Priorities through crises: My wife was leading a very successful preschool in Paisley where we lived for many years. She had established a training programme and started seminars for parents and all kinds of spin off speaking engagements were opening up. It’s always encouraging to see transformation in the lives of those you are teaching. The team had really bonded and was functioning in synergy. It all seemed so good. The ministry had been going for 5 years or so and our three kids had been a part of the school from birth up! Our youngest was only two years old. We had noticed that he hadn’t been so well lately. He seemed listless and somehow was lacking energy and

enthusiasm for anything. We of course prayed and asked for medical advice but nothing

Tribute Exercise:

	Role	Tribute
1		
2		
3		
4		
5		
6		
7		

seemed to work. One night my mother in law was on the phone to her and through the conversation she had objective understanding of the situation. Her simple words were “Joseph needs you to give him focussed attention and love”. In stepping back and taking that objective look we could see clearly how busy we both had been and although we were giving him ‘quality time’ it just wasn’t enough. The next morning my wife went into work and in the way that only she could, made a radical decision (don’t do this at home!). She had a very good team working with her and one of the members was a very well

respected, organised, together lady who had all kinds of potential. She pulled the group together and brought this lady into the middle for prayer. My wife explained this was a very special day and that she was passing on the leadership of the day to day running of the preschool. The team was excited and the chosen lady responded to the new role with enthusiasm. My wife left to give time to her newly identified priority. Amazingly within 24 hours our son was a different boy. We both felt so sad that somehow we hadn't picked up this emotional need. There's nothing quite like a crisis to bring things into focus.

The last couple of years for me have been a little crazy. Busy just doesn't say it. I was into a totally hectic schedule and it brought me to a crisis point! I have been in ministry for 30 years and over all that time have not taken more than 8 weeks out, apart from a three month training school twenty years ago. We were in a particularly stressful time with travel for my job, packing up house to move to Spain, relocating our two older kids to live in Glasgow and trying to think how everything would come together. I had endured a few bouts of shingles and generally was feeling underpar, not sleeping well and developing all kinds of aches and pains. In going to the doctors, he heard me speak about my schedule and gave me one of those looks that says, "What do you expect, stupid!" It's so easy to get used to a certain work load and after a while it becomes the norm. Coming out of the doctors office I knew some changes had to be made. My health was important and in order to get better one aspect that became clear was that my schedule needed a major overhaul. That was when the idea of the sabbatical became real and not just a nice idea. A crisis can bring new focus. I still needed to follow through and that involved humbling myself and declaring the reality of my sickness. There was a lot of talking and organising necessary but I was now committed to do something.

Crisis exercise: (page 32) The following exercise helps to clarify the real priorities in your life. Sadly sometimes we never follow through in doing things we feel are important because of other pressing issues. However a crisis in our life helps to sift through the less important agenda items. Ask yourself, "If I had a terminal disease and knew I was going to die in two years, what would I want to be sure to fulfil in the roles in my life? And what roles become very much less important?" See the chart at the end of the chapter.

In a seminar I ask people "What is stopping you doing some of these things right now?" You know the answer – I can't think of anything!

Crisis Exercise:

	Role	What I want to do in the next 2 years:
1		
2		
3		
4		
5		
6		
7		

Setting a direction

In order for us to be stimulated in our lives to grow, develop and progress rather than plateau, it is helpful to begin to have an idea of where we are heading and how we want to change. These last two exercises hopefully will have helped you have an idea of the destination for some of your roles. Let's take a look at some biblical characters and where their destinations were.

Moses grew up in the palace as an adopted son of pharoah. However he saw the plight of his people the Israelites, as they struggled under their slavery. One day he watched an Egyptian beating one of his people, he lost his temper

and killed the Egyptian. In the crisis he forsook his adopted son role and headed for the desert. Many years later he met God and received an assignment to set his people free from slavery. He reconnected with his family, Aaron and Miriam, and sought the deliverance of his people under God's direction. His next 40 years involved leading his people in the wilderness towards the promised land. His goal was to take possession of the land which he never quite fulfilled. The people were hard-hearted and stiff-necked and were not in faith to fight, so they took a 40 year trek through the desert. After incredible patience over years of dealing with the Israelites one fateful day their grumbling got to Moses. He lost his temper and disobeyed God in striking the rock rather than speaking to it. That day he forfeited the opportunity of taking the people into the promised land. That challenge fell to Joshua, his right hand man.

Paul had a goal that he was pressing towards (philippians 3:14) – that call of God. He had experienced a crisis on the road to Damascus and had a total turn around in the direction of his life. Rather than fight against the Christians, he became the major strategist and spokesman for the early church, to take the Christian message to the gentiles. He built a team of leaders who he took with him on journeys around the mediteranean. On route his plan was to visit the major cultural centres and plant churches. He is able to say “I have fought a good fight, I have finished my course, I have kept the faith:” 2 Timothy 4:7

These men had a focus for life and a focus of relationships. They could articulate what it was God was calling them to and had a sense of priorities for their lives. They became men of God who were respected and loved. Moses was called the humblest man on earth. Paul was sought out for his wisdom and understanding.

Are you living in ‘default mode?’ I just unpacked a computer for a friend and set it up for use. Every piece of software that I loaded had its recommended default mode. I turned on the wordprocessing programme and there was a default page set up, default font and size of font, and thankfully everything worked but it was to the factory setting. If I want the programme to look any different or to function differently I have to pull down menus and physically change the settings. It is just the same in our lives. Living by default actually means living in hope that things will work out for the best although I am not doing anything about it. It's a passive way of living. God encourages us to be alert, active, initiating, reaching out and doing all we can to become more like Jesus and fulfill his will. Some people hope they will grow by default through attending the right meetings and reading the right books. Some of us wait for the crises to happen to fire us into action. Some need this extra stress to get into gear. If this is the case you can always start praying for patience or joy

and sure enough the trials and tribulations will be on their way to answer your underlying need of pressure. However you get there, we need to be proactive and take some initiative to grow steadily. One good way to help us, is through the establishing of a focus of movement. This can be the setting of a target, aim, purpose, or faith step. There are a number of words to express these future intentions, but I will simply call them goals. I know some have an allergic reaction to the mention of goals but simply put, a goal is something to accomplish in the future.

Why set goals? Goals are statements of faith: When we are in faith for something, we own it but just don't have it in our hands yet. We feel it, taste it, see it but it's still in the future. When we want to clarify that 'something' out there, we bring the future into the present. While it's in our hands we work on it to give it a shape and then put it back out in the future. We declare "This is where I am going, this is what I want to see take place, this is who I want to be." Some years ago my wife and I were talking about the future. We decided that once the kids had finished school we would make a radical house move. For some years I had been running leadership development courses and the idea emerged to see a leadership retreat centre established. We came to the conclusion that the location should be somewhere that's warm all year round in order to be very inviting for leaders. We thought it should have an environment that would be relaxing and an opportunity to enjoy creation. It should be in an easy location to get to. We made a long list that seemed to be a little unreal. However those pre-requisites were all met by the location we found in the south of Spain. At first when you start speaking about a dream it really is just that. It's out there somewhere and you then wake up to reality. However a faith statement is not just a good idea. It's born of the spirit. It's something God has birthed in your spirit and you can't get rid of the idea, no matter what the circumstances tell you.

I was attending a church service down in Wales where my mother lives and it was announcement time. The church secretary went through the list of events and ended with, "Next week God willing, we will meet at 11am here in the chapel and the pastor will be speaking to us." The two words 'God willing', struck me. We don't often say that these days. It was highlighting the fact that whatever we say about the future is a faith statement. We don't know what is going to happen between now and then. We have the opportunity of making these kind of statements and putting faith into action on a daily basis. For instance: I am going to take my wife out for a nice meal on the weekend for some needed time alone; I am attending a Spanish course once a week to practice conversation; I am creating some boundaries between my work and family time; I am reading books on the subject of for the next 3 months; Add your own statement

Goals are motivating factors: I write this statement as someone who is very competitive and who has a “type A” personality and who loves to achieve things daily. My son says this statement isn’t true, goals aren’t motivating for him. He can really want something badly but is too lazy to do anything about it. However, he is still a teenager and that’s not uncommon thinking. If we keep that kind of thinking right into adulthood then its concerning. Sometimes it’s not necessarily something you really want but something you know needs to be done. Another confession - I have always had lists. Lists include the good, the bad and the ugly. There’s usually a few things that we don’t mind doing and they are ‘the good’. Some things that are just plain boring or need a lot of energy to do which are ‘the bad’. Then comes those overwhelming things that seem too big and difficult and it’s easier to simply just ignore them and hope they go away, ‘the ugly.’ It’s these ugly points on the list that tend to remain day after day, week after week. We have made the faith statement for it to be accomplished. We have written it down but still it sits. For me, the goal of having that ugly point off the list is motivating. The tendency is to do the easy things first, try however taking on one of those ugly points and get them over and done with. Oh what a joy to cross it off or delete it from the list. If you like sports then the motivating factor is getting that football in the back of the net, or that tennis ball over the net, or that basketball in and down through the net. It’s all about scoring goals and winning games. So if you don’t like winning then perhaps this isn’t true for you. If this goal orientation seems too task for you, then think relationally. David Beckham, the English footballer scores most of his goals through other people. He is so good at placing passes and is able to score goals by setting them up for others. Think of your goals in terms of helping others win, but you are developing at the same time. When we see these kinds of goals in the future, they encourage us to move forward towards them.

Goals give direction to our lives: I have driven vehicles from the age of 17, many years ago. However when I travel to another country I can sometimes feel very insecure as I try to read all the road signs and manoeuvre my way around. Recently I was in Spain and heading for the main road ahead. A car coming in the other direction, slowed down and stopped, rolled the window down and motioned to me that it was a one way road. Ever found yourself going the wrong way on a one way road? It’s embarrassing and can be very potentially dangerous. Back to our football analogy. When I used to play as a kid, we would pick two captains and then in turn choose members for the team from those available. It wasn’t uncommon that during the game one of

our friends would show up as a late comer and want to join in. We would decide who's team they were playing on and their first question would be, "which way am I playing?" He was asking which was the opponents goal. Goals do give a direction of play and in any game you need to know the right way to focus. Like the explorers making their way through the jungle. Seemingly they were making good progress. The navigator in order to get a better perspective climbed a tree to get a better view and came back with the report, "We are making good headway in the wrong direction." When you have a clear God confirmed focus for your life, it gives you your true north. Then every event can be measured against that focus. Am I still heading in the right direction? Have I gone off course? We need a compass to keep us on track. If we are heading nowhere, we are sure to get there! Goals help us to focus our energy in a certain direction

Goals are often battlegrounds: When a football field has been in use for some time, you will notice that the main part of the field has beautiful green grass but surrounding the goal, the grass has been worn down and is often a little muddy. That's because the goal area is where defenders and strikers meet. The goal area is a battle ground. In our lives the areas in which we desire to gain victory are defended well. There are habit patterns to overcome, strongholds to break and enemy strategies to keep us from scoring. To score goals it is going to take clear strategies, stamina and perseverance.

I remember the first time I picked up an air gun. A family friend had a house in the country and gave me the opportunity of shooting tin cans and small buckets hanging from a tree. It didn't take me too long to get the hang of it. However being only a boy of about 8, I couldn't hold the gun straight out for too long. Dropping my arm down to my side, suddenly my finger pulled on the trigger and a shot went right through the top of my shoe, barely missing my big toe. I paid a bit more respect to that gun after that incident. Often in war we hear of "friendly fire." Its very sad when by mistake we fire on our own soldiers and wound them. When it comes to personal growth we do it all the time. We shoot ourselves in the foot. As if it wasn't bad enough dealing with the temptations from the enemy and working through the issues that life throws at us, we have to make it hard for ourselves. We put ourselves down, make bad choices, establish wrong habit patterns, don't look in the right direction for help and then act independently and say we don't need anyone or anything. In the film gladiator, Russel Crowe says to the other gladiators, "If we work together we can survive." The film goes on to show those who are isolated are picked off and killed by the Roman soldiers. We too need the help and encouragement of others around us in our struggles. Try to go it alone and we are bound to get picked off by the enemy. So goals are not for the faint hearted. It's only for those who mean business with God.

Understanding Broad Goals

Every management or leadership book you pick up has similar words used but with different meanings. One book talks about goals and objectives, the other about objectives and goals, where the words used are the same but mean the opposite. So in order to try to avoid confusion I am only going to use the one word GOAL. A goal is something that we want to accomplish, to become, to reach for. As the apostle Paul shares, “Forgetting those things which are behind and reaching forward to those things which are ahead, I press toward the goal for the prize of the upward call of God in Christ Jesus.” Philippians 3:13-14

BROAD stands for:

- ◆ Big
- ◆ Relevant
- ◆ Objective
- ◆ Activating
- ◆ Directional

There’s a line in the film dodgeball about goals. The owner of the gym is in a total mess financially and his closet is overflowing with 30 years of financial transactions devoid of any financial system known to man. The inspector asks, “Tell me, is it stricted apathy or don’t you have a goal in life.” He replies, ‘If you have a goal, you might not reach it but if you don’t have one you are never disappointed and I gotta tell you, it feels phenomenal.’ The story goes on to share that the gym was just about to close and the gym owner was in the depths of despair but was putting up this front that everything was great. It’s amazing isn’t it that our lives can be falling apart on the inside but we still say we’re fine. It may have felt phenomenal but consequences would catch up unless he got out of the apathy mode.

We are going to talk about two kinds of goals. Broad goals and smart goals.

Broad goals are as they suggest broad and the big picture goals. They are the impressionist artists view – splashes of colour that form the picture as you step back and take the view. Broad goals give the direction but without the details, or the steps of getting there. They state this is who I want to be, this is what I want to achieve, this is what I want to see happen. YWAM has as its motto, ‘To know God and make him known.’ That’s a broad goal. In Romans 8, Paul gives us a broad goal of who God wants us to be. Verse 28 says “...to be conformed to the image of His son” or simply put ‘to become more like Jesus.’ Now these are very broad goals. We can break these very broad goals down for specific roles in our lives. So we can have broad goals for our personal roles of spirit, soul and body, relational roles like Father, husband, friend and ministry roles.

Personal role: What do we want your spiritual life to look like this time next year or 5 years from now? If you could paint an impressionist picture of your

life, what would it look like? I have never had spiritual visions and dreams in the night, never seen an angel sitting on the end of bed, don't receive revelation about people's backgrounds as I pray over them, don't have great prophetic insights and the list could be very long. However I do have a great desire to be sensitive to the Spirit in my life. I want to enjoy him in every moment, as Brother Lawrence encouraged us to do in his book, 'Practicing his presence.' I want to receive revelation on a daily basis and know what God is saying to me so that I can be obedient. I do want to pursue the spiritual gifts and I do want to discern between the Holy Spirit, demonic spirits and the human spirit. So my broad goal for my spirit over this next season could sound something like this:

"to cultivate practicing his presence and become sensitive to the spirit, discerning his voice from others and receiving revelation daily in order to live and walk in the spirit."

Relational role: What kind of husband do I want to be? I am reminded of a cushion that I received as a gift. Embroidered on it were the words, "My goal in life is to be the person my dog thinks I am." I know one thing for sure, I don't want to be a sham, to appear to be someone I'm not. It's so easy to have a public face that is very different from our private face. I desire to be more real, more affectionate and more loving the closer my wife gets to know me. I like the picture of the rock candy that Britain is famous for. It's the shape of a thin long cylinder of very sweet hard candy. Whatever resort you go to, you will find a candy rock with the name of the resort in the candy showing all the way through the interior of it's length. It's a picture of integrity, the same all the way through. No matter where you cut it, there is the name. I would like to be like that, no matter where you see me, what time of day or night, it's the same thing you see. Another growth area for me is in the area of communication. I would like to be able to communicate what I think and feel. I used to only know two feelings, good and bad. Now with my wife's help, I am adding new feelings to my repertoire. I can now communicate that I am feeling blessed, stressed and depressed. So there is hope for men like me out there. I want to understand what emotional support actually means. I read about it, even give advice of its need, but for the life of me don't really know how to give it, when to give it and how to appropriately give it. Boy do I have a long way to go yet, but that's the goal. The broad goal for this next season could sound something like this:

"Be devoted in love, maintaining a kindred spirit as a constant companion, showing understanding, giving support, receiving her wisdom, being her champion and enjoying her partnership in all we do."

Ministry role: You may think I am a little strange, I do feel a bit odd myself sometimes, but as I have said before, I have always enjoyed responsibility.

Since way back in time when I was in infants school I have led some kind of gang, team or been the one picked on by a teacher or authority figure to be in charge or responsible for something. I wonder if responsibility is written on my forehead for all to see. Funnily enough, I have never been great at volunteering but others don't seem to have trouble in doing that for me. So when it comes to ministry opportunity, I have always been open to take on roles of responsibility, even at times when the authority wasn't there to back it up. My passion has been leadership development for many years now and one of my main roles in YWAM international is to develop leadership training through a forty day or six week residential course. It's been fun seeing the development of the course and then developing leaders to multiply the course around the world. So what's my current broad goal in this role?:

"To help shape leaders to live and lead like Jesus"

That's it, simple isn't it? A pipe dream? A crazy thought? Perhaps, but at this time in my life, the most encouraging and inspiring thing that I am involved in are those courses. To see people's lives begin to be transformed is, I have to say it, awesome! This is something I want to be involved in for the remainder of my life.

So do you get the idea? The challenge for you is to take your list of roles and write a broad goal for each one of them (page 40). It's not an assignment that you can do over night. You will need to think, pray and meditate on each role. Ask yourself some deep questions to uncover your real desires.

Here are a few:

1. How is my abc of self leadership in this role? My **A**ttitudes, my **B**ehaviour, my **C**ommunication? If Jesus stepped into my shoes, what attitudes would he have, how would he behave, and how would he communicate?
2. What's the bottom line motivation of my heart in this role?
3. If there were no limitations, no obstacles, no financial constraints, no character weaknesses, how would I like this role to develop?

Broad Goal Development		
Personal Roles	Spirit	
	Soul	
	Body	
Relational Roles		
Ministry Roles		

Potential roadblocks to fulfilling our roles & goals

*One of the symptoms of an approaching nervous breakdown
is the belief that one's work is terribly important.*

Bertrand Russell

Roles and stress

In order to write this booklet, the plan was to start a sabbatical after a ministry trip to Israel. Some preparations had been done and all kinds of notes and meditations written down to prepare myself for when there was space to put pen to paper or should I say fingers to keys. The trip in Israel had gone so well and we had enjoyed seeing some of the sights over the weekend before our return to Spain. On our way to the airport, we stopped in Caesarea to see the ruins of the city and grab a quick bite to eat. On our return to the vehicle, we noticed the back window was broken and suddenly our hearts stopped as we realised both our backpacks had been stolen. Inside were our passports, wallets full of credit cards, money for the flights, camera, mp3, personal journals and computer. Then to my horror I remembered that at the last minute I had insanely put my backup external hard drive in the bag too as it had some files I needed. All gone. We were stunned, not knowing what to do next. Then my mind kicked in and started listing the consequences. What about flights, ID, how do we get home, are all my thousands of hours of work gone? A dark cloud descended as I came to terms with what had just happened. To put it mildly we were now in a state of stress. The next day we witnessed several miracles of new passports, generous gifts to pay for them, new flights given and safe trips home. Hope was then put in the fact that we had insurance for all the possessions stolen. Of course the materials I lost were priceless but having some financial return would help. More stress as I received a report from the insurance company saying they wouldn't cover our loss as the bags weren't in a lockable boot but in the back of an estate vehicle. More stress. The next day my wife, headed off to Canada to settle our daughter in a Christian dance programme and sort out her living situation. More stress. On the day of her return our son who was also living in Canada had an accident, fell on his face and broke off part of his front tooth. We felt so helpless being so far away and more stress.

We can't get away from stress in our world where it seems to be at an epidemic level. All the time saving gadgets and devices may enable faster communication and keep us available 24/7 but they simply add more stress into our daily lives. Jesus knew what it was to experience stress but he paced

himself and didn't have the possibility of breakfast in Damascus, lunch in Samaria and evening meal in Jerusalem. He walked, talked and took time between engagements. One time with an urgent call to see sick Lazarus, he checked in with his father and decided to stay where he was for a few extra days. Perhaps that potentially is even more stressful than not going immediately and having to cope with all the expectations of others on your life. He took time to debrief the stressful times by himself with his father and with his twelve disciples. We live in such a fast world that we don't have time to think how the last project has gone or how the family has been doing the last week and we are already thinking about what's expected this coming week and jumping into action with both feet.

Paul knew what it was to have stress. He was a typical 'type A personality', task oriented and always eager to step up to the next challenge. He seemed to stir up the crowds wherever he went, confront the religious leaders and athiests, debate with them and seek to push them in their belief and value systems. In his early preaching days, there was such opposition against Paul, that he had to be hidden and then stuffed through a hole in the wall of the city to escape! Of course some stress is good. The effect of adrenalin pumping through our veins can create a buzz of confidence and elation. It feels good and can help us get things accomplished. It gets us into action. Paul wrote to the Corinthians saying *"Though outwardly we are wasting away, yet inwardly we are being renewed day by day."* 2 Cor 4:16. He encountered many stressful situations and was stoned, shipwrecked, imprisoned and you name it, he had experienced it. However through it all he had found the secret of not allowing all that stress to get to him. He found the secret of contentment in Christ. Living for Christ was his whole life focus and everything else was like rubbish. When I compare myself to the life of Paul it is often reversed. Though outwardly I am *"doing fine"*, yet inwardly I am wasting away.

Too much ongoing stress eats away at our insides. It's interesting to me that we tend not to be honest with ourselves or with others about what is happening in our inner man. We can break a leg and can share freely with others all about it, even if it was our own fault. But if we have been overwhelmed emotionally with pressure in our lives, then we cover it all up and try to make out that everything is fine, even if it isn't our own fault! Some are better actors than others – personally my face and voice tend to show what's happening inside. Sometimes I wish I could pull out a good mask to cover up the ugliness!

Stress, pressure, being troubled, weighed down or weary in the long term has a very negative affect in our bodies, souls and spirits. Pete Meadows in his

book "Pressure points" shares what takes place in our brains to equip our bodies, at the first glimpse of danger without waiting for our permission:

A wide range of hormones and body chemicals shoot into the bloodstream to give you the added energy, strength and resources that you need. The stars of the show are your adrenal glands. Their big job is creating the adrenalin needed to mobilise the energy reserves of the body. At the same time, your spleen sends out increased numbers of red blood cells providing extra oxygen and nourishment to the muscles and the brain. Meanwhile the liver is creating vital vitamins, especially B and C, converting them for fuel to the muscles via the blood. And the stomach is releasing hydrochloric acid, a function normally reserved for digesting food. While physically, your heart begins to pump blood from the outer areas, such as the extremities and skin, and from the stomach to the muscles where it is more needed. You will notice that your breathing is now faster in order to generate more oxygen, once again for the muscles. At the same time, the blood, rather insultingly is made more able to clot, in preparation for your failure to flee fast enough or to fight with sufficient ferocity. Simultaneously and almost imperceptibly the body experiences a tensing of the muscles again, ready for fight or flight. These are normal reactions. Unfortunately with the amount of stress in our world, this is causing distress in our bodies. The pace of life and growing demands inflicts a constant charge of adrenalin, blood sugars and fats into our metabolism. Then stress becomes distress, damaging our bodies and our emotions. Our mind is killing our bodies.

There are a catalogue of physical and emotional problems due to stress. Here are just a few of them. All that excessive release of chemicals into our body can cause high blood pressure, heart disease, asthma, indigestion, diabetes, constipation, ulcers and skin rashes. Emotionally the impact of stress leads to insomnia, tiredness, headaches, nervous breakdown and depression.

Proverbs gives us some instruction on this topic. "My son, give attention to my words; Incline your ear to my sayings. Do not let them depart from your sight; Keep them in the midst of your heart. For they are life to those who find them and health to all their body. Watch over your heart with all diligence, for from it flow the springs of life." Proverbs 4:20-23 Another scripture from 3 John 2 says "Beloved, I pray that in all respects you may prosper and be in good health, just as your soul prospers." So we can see that we need to live from the inside out. What takes place in our hearts has a direct effect on our bodies. Prosper in our inner man, be at peace and our bodies will respond. Now in some cases there is a chemical imbalance that has taken place which can cause emotional problems. In these cases there is medication available. Just like we need doctors for our broken legs we need them for our broken emotions. However

on a day to day basis there is a lot we can do to save ourselves from suffering all kinds of illnesses.

Let's take a look at the famous stress test by Dr Holmes and Dr Rahe. This is able to take us to the first stage of becoming aware of how much stress we are under. Of course we are all different and so we don't respond to the same issues with the same amount of stress but it still gives us an indication of our stress level. The main discovery by Holmes is that those people who experienced many dramatic changes in their lives over a short period of time are far more likely to experience illness within the following two years. Those changes don't necessarily need to be negative changes either. Positive things happening in our lives still cause stress, even a happy event like coming into a million pound inheritance.

Life Change Units Scale Instructions: Look at the list of potential stressors below. Each has a stress value in brackets. If you have experienced this stress over the last year, place the stress number on the line provided on the right. Add up your total stress score and see how you are doing. This is a personal exercise, so be honest with yourself.⁴

(100)	death of spouse	_____
(75)	divorce	_____
(65)	marital separation	_____
(63)	jail term	_____
(63)	death of close family member	_____
(53)	personal injury or illness	_____
(50)	marriage	_____
(47)	fired at work	_____
(45)	marital reconciliation	_____
(44)	change in health of family member	_____
(40)	pregnancy	_____
(39)	sex difficulties	_____
(39)	gain of a new family member	_____
(39)	business readjustment	_____
(38)	change in financial status	_____
(37)	death of close friend	_____
(36)	change to a different line of work	_____
(35)	change in the number of arguments with spouse	_____
(30)	major mortgage or loan	_____
(29)	change in responsibilities at work	_____
(29)	son or daughter leaving home	_____

⁴1967 Holmes and Rahe Social Readjustment Rating Scale

(29)	trouble with in-laws	_____
(28)	outstanding personal achievement	_____
(26)	wife or husband begins or stops work	_____
(26)	begin or end school	_____
(25)	change in living conditions	_____
(24)	revision in personal habits	_____
(23)	trouble with the boss	_____
(20)	change in work hours or condition	_____
(20)	change in residence	_____
(20)	change in school	_____
(19)	change in recreation	_____
(19)	change in church activities	_____
(18)	change in social activities	_____
(17)	minor mortgage or loan	_____
(15)	change in sleeping habits	_____
(15)	change in number of family get-togethers	_____
(15)	change in eating habits	_____
(13)	vacation	_____
(12)	religious holiday	_____
(11)	minor violation of the law	_____

Total score _____

Significance of the scores: The score suggests the amount of “change stress” you have personally had to encounter and deal with over the past twelve months. A score of between 60 and 80 is considered normal. Illness can be anticipated in the near future in the following proportions:

Over 300 – by almost four out of five

200 to 299 – by about half;

150 to 199 – by about one in three.

Research revealed that of those with a score between 150 and 300, just over half had suffered recent serious illness. Yet the occurrence of illness rose dramatically to eight out of ten for those with a score over 300. This has been my experience. Having taken the test during a year of moving to Spain, there were many changes in our lives and my score was over 400. Only months later, I was experiencing daily headaches, neck and back aches which themselves then became stressors. You find yourself in a vicious cycle of stress adding to stress. It's important for us to be aware of the pressures we are putting on our bodies and if we continually put ourselves under too much stress, it will find it's release through different kinds of sickness.

I have been in missions for many years and there are a number of stressors that I have faced with this lifestyle. Here are some of them that you too might face:

- [] Major new vision to implement
- [] Major transition taking place in ministry
- [] Disappointment with staff leaving
- [] Major inter-personal conflicts to solve
- [] Financial challenges of support raising
- [] Beyond the normal travel time away from home
- [] Distance from family
- [] Major speaking engagements to prepare for
- [] Difficult issues to handle with staff – death, sexual issues, character
- [] Not enough staff to fill the major roles
- [] Lack of evaluation or affirmation
- [] Lack of coaching and mentoring
- [] Lack of close intimate friendships to share and have fun with

In order to analyse the amount of external stressors you face, these factors can also be taken into account. Remember that stress is accumulative and so if you are coping with these kind of ongoing stressors for a long period of time you will be in danger of stress induced sickness.

The general principle is, the more we have a coping approach, the less stress we experience. The more we try to strategically avoid the stress, the more stress we experience. The challenge often is that stress creeps up on us and we don't necessarily know it's there until its accumulative effect makes it surface with a physical manifestation or illness. Perhaps men are more prone to the creeping up affect due to their tendency to experience a lack of emotional awareness.

Thinking back to our list of roles, remember my experience of the 7 f's? This was role stress - too many difficult situations happening in difference spheres of my life which caused an overload on my poor body and sickness was the result. Coping approaches will of course vary from person to person. It's important to differentiate between escape mechanisms and coping approaches. Escape mechanisms like over eating, watching excessive TV, drinking excessive alcohol, taking drugs, etc are obviously not the way to go. Coping approaches will bring no harm to ourselves or others and enable us to work through the stress in a productive way.

Prayer is a major coping approach for anyone experiencing stress. Years ago I was in a meeting and as an ice-breaker I asked the question, 'How stressed are

you?’ I had a stress card with me that is fun to use. It has a temperature sensitive strip that turns different colours depending on the heat of your hand. The strip turns from blue which was calm, to green, yellow, orange, red and finally black which was totally stressed. It was interesting that a high percentage of the people in the room had colours from black to orange. As an experiment, I encouraged them to pair off, share and pray with each other over what was stressing them. Fifteen or twenty minutes later we did the stress test again and the majority now tested with a blue result showing they were calm. Prayer does work.

This morning I woke up with a feeling of living under a dark cloud. I didn’t feel ill, just groggy with a slight headache. So I went for a walk down into a park just a few hundred yards down the road. It was drizzling with rain and there was a slight mist floating on the river and around the base of the mountains. Walking along breathing in the fresh air and the delightful smell of douglas fir, I brought all the things that concerned me to the Lord and the grogginess began to lift. For me it’s not simply prayer but conversational prayer walking out in creation that forms the coping approach. Somehow issues are brought into perspective being out in God’s creation, seeing his handywork and recognising his awesome power.

Other approaches could include involvement in a personal interest to get your mind off the stresses for a time. A hobby or sports activity, time at the gym or simply going for a walk or run can be all that you need to address your stress. Perhaps some recreational reading, watching a film or going somewhere to simply take a break from the continuous challenge of being faced with difficulties and the need to fix things. Another approach is to delegate wherever possible. We tend to develop the idea that we are indispensable or somehow irresponsible if we don’t do everything ourselves. Delegation is key in relieving tension, sharing the load and enabling others to have ownership. Obviously some things can’t be delegated, in which case an apology that we simply can’t follow through on a particular commitment is necessary.

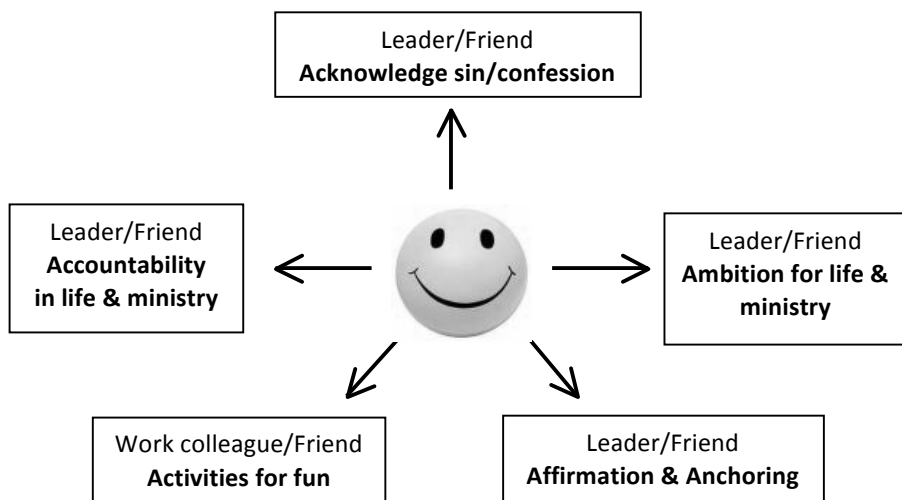
The main coping approach for most though is through relationships. It is helpful to assess the circle of relationships and friendships that we have in place in our lives. Some interesting research has been done on stress and social support. Grahame Fawcett, a clinical psychologist shares that 30% of stress can be relieved by adequate social support levels. So we can be stressed but if we have a good level of social support the stress doesn’t necessarily affect us negatively. On the other hand without social support we could even have a low stress level and yet have symptoms of high stress apparent. There are two main kinds of social support that we experience in YWAM. The first kind is in mutual reciprocal intimate confiding relationships (in or outside the

organisation) and the second kind is a consultative leadership style leader. If we have time and understanding from these two kinds of relationships we will have a strong social support level and hopefully be able to cope better. Grahame Fawcett cites three clinical measures of social support: 1. Toxic (no friends to really share with about stressors who would be able to help, comfort, give advice and support.) 2. Moderate (one or two individuals who would be available to listen and share concern) 3. Excellent (a number of levels of social support, where mutual sharing takes place). Here are a few questions to help you take a look at your level of social support:

1. Do you have a close friend that you share everything with?
2. Do you have a number of friends that you can pop in to see at any time?
3. Do you have a healthy social life apart from work relationships?
4. Are there opportunities and do you receive prayer in your relational community or church meetings?
5. Are you part of a small group in your church or organisation where you share your lives together and give support and encouragement to one another?
6. If you are part of a leadership team, do you provide support, share personally and pray regularly for one another?
7. Do you have anyone who is able to speak into your life when you need it?

If you answered “no” to any of these questions, stress may more easily be able to affect you negatively, and you need to develop your level of social support. Later we’ll look at how to establish “smart goals” for this and other areas of growth.

The diagram opposite identifies some areas of social support that we need on a regular basis as individuals. These aspects of need can be met in just one person or by a number of people. I have used the simple titles of leader or friend. You can expand the breadth of relationship to include, pastor, spiritual father or mother, counsellor, coach or family member. These are very important people in our lives that need to be established for us to live in a healthy manner. Having taught on this topic, I am very aware that a high percentage of people are lacking in many of these relationships. It highlights the fact that our friendships tend to be more acquaintances and not go as deep as is their potential. The key issue is that these aspects of relationship don’t just happen by default. It’s going to take some proactivity in order to move our present relationships into a deeper level.



I have been very blessed over the years to have been in leadership teams that have involved very committed spiritually oriented friends, spiritual fathers and teachers who have had regular input into my life. In fact I should be a spiritual giant with the circle of friendships and leaders that I have been blessed to enjoy over the years! I have certainly benefitted through the social support I have had in place, especially with the stressful lifestyle as a missionary in YWAM. In the last 35 years, I have lived in 4 nations, stayed in around 30 homes but never for more than 5 years, visited and ministered in over 70 countries and all this without a regular salary. It's been stressful but made possible by God's grace and a lot of supportive people.

What relationships do you have in these categories?

1. To whom do you acknowledge and confess your sin? Who is able to be a means of grace to you?

2. Who draws out your ambitions and dreams and spurs you on into your potential?

3. Who helps you relax, enjoys activities and has fun with you?

4. Who brings accountability in your life and ministry?

5. Who affirms, encourages and is an emotional support for you no matter what you are going through(an anchor)?

Roles and Strongholds

Do you have trouble with some of your roles? Does one role tend to monopolise your time and energy? Are there underlying issues that are stopping you fulfilling your desires in some of your roles? We must talk about the crucial issue of strongholds. These strongholds will undermine all we seek to do and taint everything that is done. We all have them but each will have a unique set. Let me introduce you to some of mine.

From the book of Exodus to the book of Joshua we read the story of how the Israelites left slavery in Egypt and made a journey to the promised land. It was actually quite a simple journey and God gave Moses the instructions. Unfortunately it seems that part of the consequences of the fall involved making everything as complex as possible and the people didn't like the plan. So rather than obey God and march to the land of milk and honey in 10 days, they took 40 years of wandering. Once the generation of unbelievers had died out, God encouraged a second wave of volunteers, this time under the leadership of Joshua. The first obstacle he came up against was Jericho, a city with thick walls, strong people and a menacing appearance. For the rest of Joshua's life, Israel was involved in war to claim the territory that God had marked out for them. It was a long journey involving many hard lessons. God used this journey to shape and mould the Israelites into a nation. We are all on a spiritual journey too and our lives get shaped in a similar way. My spiritual journey started at the age of 13. Probably earlier really but it was at this age that I attended a summer camp for boys and asked Jesus into my heart for the twenty fifth time. Somehow this time it was different. I understood more clearly the commitment I had made and my life began to change. Suddenly I had spiritual ambition. I had grown up in a Christian home, been to church since forever but only now did I recognise that I wanted to make a difference in my world.

The first thing I did was to go and talk to one of the teachers at school who I knew to be a Christian. He was a chemistry teacher. I suggested having some kind of gathering of Christians and to my surprise he said he thought it was a great idea and that I should organise it. I guess my first principle of leadership was learned right there – those with bright ideas get to implement them! So

that's what I did. A small group of us started to meet after school – we invited others in but hardly anyone came. We remained about 8-10 people for a while. It was good but we needed a new challenge. The more we hung out together the more we thought about the responsibility we had to tell others about Jesus. So the plan emerged to have a Monday lunchtime meeting in the library for open discussions about the Christian faith. I was approaching my first Jericho.

I was never short of bright ideas but I did experience fears. I was afraid of the dark for a start. My trip home from school each day involved catching a bus that stopped right in the middle of Epping forest. From this bus stop, I would have a 10 minute walk through the woods to get to my road. I would imagine someone jumping out from behind bushes especially on dark winter nights. On moonlit nights I would run as fast as I could to avoid the shadows and scary paths. Other fears troubled me too. I would freeze when someone shouted at me, be it my parents or an authority figure. However the number one fear was public speaking. I remember one class in English where the teacher would ask someone to come to the front. He would be given a topic to spontaneously talk about for 2 minutes. I would hide behind the boy in front of me hoping against hope that I wouldn't be chosen. Finally my turn came. I stood facing the class and my topic was given - "cabbages." My mind went blank. My face went purple. My temperature rose. I prayed that the floor would open up and swallow me but nothing happened. I fumbled a few words and went back to my seat totally embarrassed amidst hushed laughter. Fears – I seemed to have lots of them. So back to the plot – having meetings in the library meant someone giving announcements on stage in assembly, it meant someone speaking to whoever came to the library. And of course you know in what direction everyone's elbows were pointing when I asked for volunteers. That was my first Jericho. Since that time there have been many others. Our life is like the claiming of the promised land. It's full of cities that need overthrowing. Some are easy, others seem to hold out for a long time.

Jericho was a stronghold in the land of Canaan. It was fortified, built well and protected those people within it. A city like this arms itself and fights to the death. Without a miracle of the walls crumbling for Joshua, it might have taken years involving perhaps holding the city to siege and eventually starving the people out. The question for us is, "What's it going to take for some of our personal Jerichos to fall?"

The first step is to recognise that we have Jerichos. I guess Joshua did have a choice about Jericho. He didn't have to attack the city, he could have gone around it and made settlements between the cities. Why go to all the hard work of fighting and being in danger of casualties and death? Couldn't they

learn to live with the people of the land? Actually this is what we do in our lives and relationships all the time. Where there is a difficult issue in friendship or marriage we just avoid talking about it. After some years some “no go” areas have emerged, where we don’t talk about our unmet needs of emotional support or romance, or we don’t seek to confront negative attitudes and bad habits, or deal with the fact that our lives are slowly growing apart from one another. We tolerate all the issues and keep our heads down, avoid the arguments and hope that everything will be fine. As the years go by the Jerichos are increasing in number and it’s getting more difficult to avoid them.

Let me introduce you to a few more of my Jerichos! I won’t go into detail here but simply give you an inside look at a couple of my personal Jerichos. You will need to identify your own and work out the strategy of attack from the Lord. Strongholds fall into our personal role development. To overcome strongholds takes healing of lies that we have been holding on to, working through forgiveness, renewing of our minds, establishing new habit patterns and through it all listening to what God has to say.

Unbelief: My personality has a bent towards thinking about the pros and cons of a decision or seeing all the consequences of an action. When any suggestion is made, I can come up with lots of reasons why it may not work. Over the years I have developed from giving reasons it won’t work to recognising the need of seeing all the possibilities and deciding with objectivity the way forward. I have moved on from simply biting my tongue to stop me sharing the negative immediately to enjoying brainstorming and thinking creatively about the idea. As an individual though, in my honest moments I own up to the fact that I can be pessimistic, negative, wary, cautious and fearful. These words all add up to the potential for unbelief. Unbelief is the stronghold that weaves its way into so many areas of our lives. Unbelief stops me from taking risks, stepping out in obedience to God, trusting God for my life choices and believing God can use me or speak to me. We read the story of the exodus and can’t understand why the israelites continually fell in unbelief and yet we follow in their footsteps.

Gossip: It starts out so innocently. I am simply sharing news about a situation. In doing so, it is very difficult to not bring a bias of my opinion into the communication. What is appropriate to pass on? What level of information should I share? It’s a constant dilemma in leadership teams. How much information do you share about a person who is going through difficulties? If you come out of that meeting and find you approach that person with a wary spirit, or are uncomfortable with them, too much information has probably been shared. We talk so much about people but pray so little. One of my goals has been to pray about someone’s difficulties

more than talk about them. Somehow it's always so much easier to talk about the negative than the positive. We talk in excited whispers about the latest scandal and yet often neglect to talk about the blessings and things we can be thankful for. We live in extremes. We don't share about the issues in our lives that we should but do share the issues of others that we shouldn't.

Offence: I have always been challenged with a poor self image. There has been a fight inside of me knowing that God has given me gifts and callings and yet putting myself down at the same time. This set me up for an openness to feeling rejection from words that people say and actions that people take towards me. These feelings would then follow on to take offence in my spirit towards those people that had said something or behaved in a way that I received as a put-down. Not being a strongly verbal person, I would generally not attack back but feel offended and withdraw. An offended person withdraws not simply in conversation or activity with those individuals but also withdraws their spirit. The sad thing is that often those words and actions weren't meant as a putdown to me, but that's the way I received them. So much conflict and lack of reconciliation between people exists because of offence that is held against one another. I have worked on a response of "believing the best" of the other and letting go of my feelings of rejection, knowing that I am loved by God no matter what. Of course being offended leads on to judgement and then if there is no restraint, murder.

Judgement: I was brought up in a Christian family and was attending church usually three times on a Sunday and several times during the week. Week in, week out I would hear messages regarding sin and the need of repentance. Somehow over the years, the sin issues gradually belonged to other people. All those biblical words like idolatry, wickedness, stiffnecked, heart-hearted and judgemental didn't apply to me. They were for the unbelievers. A few years ago I read the book "Repenting of religion" by Gregory Boyd and spent months afterwards repenting. Part of my leadership role was dealing with people and the conflicts that emerge. Now I was convicted of a critical spirit and a judgmental attitude when I became aware of talking about them and sharing my thoughts about their actions with others. I was overwhelmed with the sense of being self righteous and pharisaical in my attitudes. Whether it was said or simply thought, I was guilty. As I thought over my life, I recognised I had judged people all my life but hadn't been open to seeing it. Now the revelation poured into my spirit and I was saddened as I realised how much I had grieved the Holy Spirit. Without my knowing, this judgementalism had caused a limit to the intimacy that I could enjoy with the Lord.

Workaholism: I was reading an article in a business magazine recently and Carl Honore shared in it that he sees *slowness* as the key to happiness. It's not

a question of escaping from all your responsibilities but how you approach every minute of the day. So you are fast when you need to be fast but slow when it makes sense to be slow. You need to be able to change gear. If you are stuck in fast forward, you are heading for a brick wall. He gave five tips: 1. Unplug your gadgets so you can do the same. 2. Work less and work better. 3. Be more social and talk face to face whenever possible. 4. Have a slow hobby that eases you into a slower rhythm. 5. Check your speedometer or speeding can become our default mode. Next time you catch yourself racing through something stop and ask whether you really need to be going so fast. If the answer is no, and it usually is, take a deep breath and slow down.

Passivity: I would not normally consider myself a passive person. I signed up for the workaholism slot, so how can I be passive too? My workaholism however is in the task orientation. Others may have a helpaholism issue where they are constantly involved with people. My passivity comes in where people are concerned and there is a need for serving. On the motivations gift test from Romans 12, serving has always come last. Some of those I work with might be surprised at that, but it's true. I have had to work hard in this area of my life. To this day I have to continually choose to make time for people, whereas time for the task comes easily. We all tend to have one bias or the other.

To discover your Jerichos and to really stand up to them is going to take courage. You are going to need to be deadly serious, be ready with a good dose of humility and ask for lots of grace. This, however is where your real progress begins.

Roles aren't eternal

*If you live to be one hundred, you've got it made.
Very few people die past that age.
George Burns (who lived to be one hundred, then died)*

Roles and boundaries

Are your boundary lines falling in pleasant places? (Psalm 16:6) We can't talk about roles without referring to boundaries. I would encourage you to read "Boundaries – when to say yes, when to say no, to take control of your life" by Dr Henry Cloud and Dr John Townsend. I am staying in a house that is being renovated right now. My brother in law bought a house, divided the lot and is about to start building the new house. Today he put in the posts that divide the lots, so people can see clearly when they come to view the property, what belongs to them and what doesn't. Boundaries are important. In my last house, the sale was delayed a little as there was a question over the boundary line. We had a huge twelve foot high hedge in the back garden and evidently the people before us had not placed the hedge in the right position and so part of the garden wasn't really ours. Theoretically the council could come and recover their land. We had solicitors to help us through all the legal issues of boundaries so that we didn't get into trouble. What about boundaries in our personal, relational and work lives? Are we clear where the boundary lines are in our lives at the moment or where they should be if they aren't in the right places?

Cultures differ with regard to boundary lines. The western culture tends to be more individualistic with nuclear families living separately and having a high respect for one another's boundaries. You don't tend to just drop in on people but call beforehand and set up appointments. In Africa however, the family mentality is very different with the extended family living together, spontaneous relational calls taking place and the existence of a group boundary line rather than a personal one. So the issue becomes, how I do live in this culture and establish my own boundary lines. I was having this conversation with a leader from Africa who had constant visitors and who felt like he never had time for himself or his marriage relationship. So what do you do in this kind of culture? We can take a leaf out of Jesus' book as he grew up in a very relational culture. Jesus' daily schedule would involve teaching, healing people and performing miracles to such an extent that sometimes he didn't even have time to eat! We read his mother and brothers would come to help. What was Jesus' answer? Well overnight he would disappear into the

mountains. He had no mobile phone or pager and so if the people needed him they would have to go looking, and that they did. He had clear boundaries. He knew when he needed space and took it.

My wife and I established a discipleship house when we were first married and within a few months had twenty five people living with us. We had our own separate apartment within the main house and decided to put a sign on the door when we wanted some private time. The sign read, "Please do not disturb unless it's a matter of life and death!" You would be amazed how many life and death issues arise over a weekend. So what was the answer? Once a month we took off and spent the weekend somewhere in the country out of touch from the world. We needed a safe place away from it all to connect with and enjoy one another.

Sometimes boundaries are hard to establish but establish them we must if we are to survive. It is especially difficult when you are working in "full time Christian ministry" and have the feeling you are on call 24/7. I quickly learned a few tips as a young leader. I had difficulty with some people bringing our meeting to an end, so I always scheduled them with set boundaries in place. I used coffee breaks, lunch times and other meetings as boundaries to finish a meeting. I scheduled in a day at home after a long trip, to reconnect with family. I would only take trips for a maximum of two weeks at a time and on average 9 days a month. As soon as I overstepped that boundary, family members would struggle. Now we lived with that boundary for many years, but I only recently discovered with the honesty of my wife that the boundary was too broad. She had wanted and needed me to travel less time than I did. These kind of boundaries need to be talked about, prayed about and negotiated together. We need to live with pleasant boundaries that we are happy about.

We tend to be people of extremes in the use of boundaries. We either are full of boundaries and can live a life that is too tight, structured and controlled or we have hardly any boundaries at all and life becomes spontaneous, haphazard and chaotic. We tend to either be hard on ourselves, having given ourselves a high standard boundary to fulfill or go with the flow, eat, drink and be merry with irresponsibility and have few or no boundaries. In growing up in London with my parents, I knew exactly what the boundaries were. I knew what was expected of me, in terms of behaviour and understood that if I didn't follow through there would be consequences. So when it comes to our own personal lives, our relationships and work life, do we have clear boundaries that we have developed? Or do we live our lives on default mode? To move away from the default mode there is a need to do some thinking, praying and take action.

Here are some thoughts:

1. Take time over each role you have written down and ask these questions: What does God expect of me in this role? What do I expect of myself? What do others expect? These will include things like the amount of time spent, the kind of behaviour, the mental attitude and the level of communication. You may come up with different boundary lines in answering the questions and so the goal becomes moving the boundary line to where you believe God wants it to be.
2. In relation to others, boundary lines have to be negotiated. What's right for you isn't necessarily right for the other person and vice versa.
3. When setting boundary lines for yourself, the fact that you need a goal means you have had difficulty with the boundary line up to now. So ideally you need a group or individual to be accountable to and help you to keep these boundaries.
4. Generally in work related boundaries, there are clear consequences connected with not working within the boundaries set. What is required here is the right attitudes to work with the boundaries that you find yourself with or the grace to talk it through with leadership.
5. Boundary lines don't have to be fortresses. Spanish homes generally have a walled garden with closed gates. In England I grew up in the north east of London, where we had fences between the houses but no large gates or high walls surrounding the home. In Canada where I started married life, often there is no fence or gate at all between properties. In fact you sometimes can't even see the boundary line clearly, although there is a definite line there in the plans. We are all going to vary when it comes to boundaries but we all need them. Let's not be over the top in putting our expectations on others.

Roles and seasons

Dan Reiland, the pastor's coach says: *"The trouble is balance doesn't work. Candidly, I don't believe in balance. I have never met an extraordinary leader who seemed balanced in their approach to priorities and schedules. They are intensely focused on their calling. Jesus wasn't balanced. His life was radical. He made radical decisions about family and how he invested His life. Jesus left when there were crowds with needs, and He allowed Himself to be interrupted when it seemed like He was tending to something else. He was all about the Father's mission and nothing, and I mean nothing, else."* The important thing is to save some energy for the people you love the most. That perhaps was Jesus' secret.

I was asked a question the other day? Are you a human being or a human doing? I responded that I am a human being made to enjoy doing. Now I have just started a sabbatical which I guess has an emphasis on being, resting,

gaining strength, etc. But my whole life I have been a doer. I love having a sense of accomplishment. "Achiever" is one of my top five gifts in strengthfinder! (find out your own strengths by going to www.strengthfinder.com) In the book of Genesis, God set out to create the world. He had enjoyed relationship for eternity past with the other members of the trinity and thought let's do some creating. So out of the overflow of their love in the trinity they did some doing and created the world and human beings. They put their image into those human beings which mean't they would have some of the same characteristics as their maker. After six days of hard work, God rested, had a Sabbath and enjoyed being again.

It seems from this original pattern that God has "being and doing" in mind for us. The problem is that we often are focused on one without taking into account the other. We are doers and always doing and become workaholics with no thought of rest or relaxing or chilling out and enjoying relationships. Or we are those who love to be, not hurried, not in a rush to go or do anything, enjoying the moment and taking time for relationship but get very little accomplished.

Now this assumes that relationship is being. I don't necessarily think so. The doers, even when they relate with others it's because they are fulfilling something on their "to do" list. The be-ers can fall into the category of helpaholics. They are there to care, help, work with, support and be there for the person or family or group. Neither is being – both are doers.

So what is being? Enjoying our own company? Does that mean a hermit is the best at being? What about those who take months of solitude? Have they discovered the joy of being through this experience? This kind of existence however cuts out a very high percentage of the population who wouldn't be able to take this kind of time alone. Perhaps it's when we have come to a place of peace in our inner world - where we have settled the identity question. A place where we know who we are and who we aren't – our strengths, weaknesses and limitations. Perhaps it's a place where we are at peace with God and can wait on him and rest in his presence.

I believe there are seasons in our lives where we have one of these emphases. We start out in life definitely as human beings and totally dependent on our parents. At 6-12 years we have all kinds of activities and clubs that we are a part of and our parents are the taxi service. As we hit our teenage years we often want to just hang out with our friends. Parents often encourage them to "do something useful!" We move into a doing phase as we get into a career and begin to climb the ladder of responsibility and authority. Then comes mid-life where we question what we have been doing with our life and realise

we have been doing so much and need to be and enjoy our families. Wives who have taken time out of their career to raise family at mid-life often want to do the opposite – they have been busy with family and now want to enter a career of some kind and get more active. This season hopefully moves us into a place of appreciating both being and doing and we can create a happy union between the two.

I look back and think I have always had a full life. Back in university, my days were filled with study, involvement in the christian union and meeting friends. Then I joined YWAM and got married. There were new responsibilities – now apart from my job and friends there was a primary relationship in my life that brought fun, challenge and change. I was very much in love and I came to understand that the relationship still took time, energy and thought. Then kids came along and again new responsibilities calling for more time. It wasn't that I didn't want to give time, it was just that I had the same amount to split between more now and it needed to be spread differently. There were new priorities. With every season of life, there is a change of priorities and we need to reflect on what those priorities are which means an adjustment of our roles.

We live in a world with seasons that come like clockwork. Sometimes in Scotland it felt more like one long winter but there were definite changes. Spring brought new growth and beautiful daffodils and crocuses filling the parks. As summer developed the days grow longer, the flowers blossom and the fruit crops develop. Autumn brings the beautiful colours of change along with the harvest, then the trees bare their leaves, nature withdraws and is dormant until the cycle starts once more. Our lives can follow a similar pattern and we need to be aware that our roles will require some changes to continue to develop.

As a general rule its probably good to have a reflection on how your life is going at least every three months. Like a student with a term or semester, we need blocks of time to function, then break and assess.

Roles and transition

After 26 years of living in Scotland, my wife and I moved down to the south of Spain. It turned out to be more traumatic than we had thought it would be. A new country, new house, new language, driving on the other side, new relationships, new culture with new eating times and customs and new to be on our own without kids.

Transition affects all your roles. The way you relate to yourself and others changes. You are in a place of insecurity, everything is changing and so the

immediate thing to do is retreat inside. You can isolate yourself, grab on to what is familiar putting pressure on the few relationships that are in tact and lose perspective on life.

Your personal roles – it's important to establish new patterns of relating with God so you can reflect, evaluate and debrief what is going on a little. Find a safe place wherever you are – a place that you walk, a special chair in the house, a patio or deck, somewhere that is stable and you can relax. Then make sure you have some still times in order to have space to think and pray. Don't be hard on yourself. Transition takes time and there is no rushing it. It takes time for your emotions to settle down and come to peace.

Your relational roles – one of our sons has moved to Canada over the last year. There is a nine hour time difference from Canada to Spain and so we have to be more intentional in communication. No more can we just pick up the phone and call, we have to think about that time difference to make sure he is not sleeping or at work. Our dream is that relationships should just happen but in transition especially there is a need to be proactive when you feel the least like it.

Remember the key principle – you can't focus on deepening your roots and bringing forth fruit at the same time. We had some begonias that were outgrowing their small pots and so my wife repotted them. For the first few months it seemed like they hadn't made it because there was no growth. They were working on their root system. Once settled they could turn their attention to producing new growth and it wasn't long before there were loads of new blooms.

During those first months of transition there is a need to develop security and a sense of peace and familiarity. That means you are not going to be very productive outwardly. Give yourself a break and permission to take one step at a time and not have too high an expectation on what you are going to accomplish. Fruitfulness will come but not yet.

Making our goals SMART

*"The tragedy in life doesn't lie in not reaching your goal.
The tragedy lies in having no goal to reach."
Benjamin Mays*

We tend to stop at the formulation of broad goals. We have the direction. We see the big picture ahead. Perhaps we have some motivation and desires expressed now. This is where the real work starts. You have probably heard the question, "How do you eat an elephant?" Eating the elephant is the broad goal. It's going to take a while. What we need is a short term goal (which we are going to call a smart goal). The answer to the question of eating the elephant is "one bite at a time, through three meals a day," this is the smart goal.

Smart goals are not like the impressionist paintings, with fuzzy edges and splashes of paint to give a feeling and atmosphere. Smart goals are more like pen and ink drawings. My Dad was good at this style. He was an architect and drew like one too. Every line is carefully placed, every detail is intricately drawn on the canvas, there is nothing left to the imagination. It's interesting to me to look at a Constable painting where he includes all the minute details of people's faces and petals on a flower. If you have the opportunity of looking at his initial sketches of the painting, they will look more like an impressionist painting. So from the broad brush strokes of the sketch, he moves to the more intricate use of colour and detail for the final picture. (of course other works of Constable were totally impressionistic with broad brush strokes, but that doesn't go along with the point here!).

Imagine a student making a broad goal of 'developing my education through reading.' In order to put this into practice some smart goals were written. In 2004 he decided: I will read at least 20 good books this year. At the end of 2004 after not fulfilling his goal, he decided to edit it: in 2005, I will read at least 10 good books a year. He didn't fulfill that goal either so in 2006 he decided, I will read at least 5 good books a year. Finally in 2007 he decided, I will finish the book I've been reading for the past 4 years. What was happening here? Well the goal is probably just a good idea rather than something really heart felt. After evaluating his progress every year and not fulfilling his goal, he probably needs to become a little more realistic before four years has gone by! Some people to keep him accountable might help too.

Some people think of goals like new year's resolutions and they have the attitude, "goals simply don't work." Just by writing a goal, it's not going to change anything. There's got to be a commitment. Take the example of the guy who wants to lose weight. For each 3 month period these are the changes for his smart goals: I will get my weight down to below 180, I will watch my calories until my weight is down to below 190, I will follow my new diet religiously until my weight is under 200, I will try to develop a new attitude about my weight. I hope you haven't had bad experience with smart goals.

The biggest challenge of smart goals is being smart! It involves getting down to **specifics** when we want to stay as vague as possible. It's about establishing a **measurable** goal and a **time frame** in which to accomplish it. Now for most of us that's just plain scary. You mean being able to tell when I have accomplished a goal? Having to commit to completing something by a certain time? Being accountable! I feel the shiver down my spine and have to shake myself to bring myself out of the thought. Then it's got to be **attainable** and **relevant**. We can't live in the unreal world and just wish and hope and dream and imagine

SMART stands for:

- ◆ Specific
- ◆ Measurable
- ◆ Attainable
- ◆ Relevant
- ◆ Time oriented

that things are going to get better. If we work hard enough we can persuade ourselves that we really have grown in this way and that. We can deceive ourselves and say 'yes there is development, we have matured and are being transformed by the renewing of our minds.' Now if someone came along and asked us for specifics we might have some difficulty in answering but we convince ourselves we are moving forward. Then something happens, we go through a difficult experience, we have that conversation with our spouse or good friend and to our horror realise there hasn't been as much change as we had hoped. Our attitudes are still terrible. We still ended up shouting at someone and feeling terrible about it afterwards. We have been deluding ourselves. Am I connecting here or is this just me!? I often sense God shaking his head as he looks at me. Oh stephe what are you thinking? Get real.

So the bottom line is that in order to change, I have to get honest. Then prayerfully and being led by the Spirit, hear what steps I should take, or what smart goals I should establish and work at. So lets go back to my examples of broad goals and establish some smart goals to apply them into my life. We are more used to the idea of goals when it comes to the work environment, so let's start there.

Ministry role: leadership development trainer.

Our ministry or work life is geared up to function with goals. There are production targets to aim at, performance evaluations to draw the best out of us, budgets to keep to, customers to keep happy and generally clear expectations for our investment of time and energy. There are also rewards – some financial, some spiritual but hopefully we are looking for a sense of accomplishment in what we do. When you think about your job, it probably involves a number of roles or responsibilities. Below, I share my personal example of being a leadership development trainer in YWAM. The broad goal is *“to help shape leaders to live and lead like Jesus.”* I have added the time allocation/projects. You could also add the accountability element and the authority you have in each role/responsibility as additional columns.

	Role of leadership development trainer	Time allocation and present projects
1	Lead the European Leadership Development Course (LDC)	Two months per year
2	Chair the international core team for the development of LDC's internationally	Several meetings each year
3	Attend a portion of new LDC's being established in regions around the world	Up to several months per year
4	Organise LDC retreats for staff	One week per year
5	Network internationally for leadership development	Through conferences and speaking opportunities
6	Write leadership development materials	Seasonal!
7	Teaching in schools, churches and events	As opportunity and time allows

When it comes to smart goals for your work situation, if you are working for someone else it may be that you have been given some goals to aim at already. Or perhaps you have the joy of working with your leader to establish those goals. If not, then the challenge is to think through what you want to see accomplished and how.

Here are some of the smart goals that I worked towards in the last leadership course I ran and thankfully was able to see fulfilled:

1. Challenge and train a co-leader to run the course with me. Recruit before the course and meet weekly for planning and decision making and mentoring.

2. Pray in 30 delegates for the course and find comfortable accommodation a month before the start of the course.
3. Establish a worship time and 5 minute devotion each morning from the bible with different members of staff taking part. This is to underline the value of opening the bible as the first thing we do each day. To be organised each week during staff meetings.
4. Organise team teaching with as many of the staff involved as possible, for all the subjects. To be organised during staff training.
5. Establish teams during the staff training week for: intercession, worship, hospitality, creative application, outings and pastoral covering of families and staff triplets.

Now its your turn. Use the following chart below to outline the various roles/responsibilities you have in your job/ministry role.

	Your job roles expanded out	Time allocation and projects
1		
2		
3		
4		
5		
6		
7		

Once written, it's good to check that the goals are smart. Are they specific? – are they concrete, clear and communicate what I need to do? Are they Measurable? – can I check to see if they are fulfilled after the event? Are they attainable? – am I just dreaming or are these goals possible? Are they

relevant? – will I be motivated to see them happen? Are they felt needs? Are they time oriented? Do I have a deadline? Do I know when I am expected to have it done?

Having checked that the goals are smart, my next job is to write them somewhere so I can see them, be reminded of them and work my way through them.

A similar process could be done for each of the roles and responsibilities. Some of your roles perhaps have been well established and you can go into auto-pilot to accomplish them. At this point they actually aren't stretching goals anymore and perhaps your job doesn't require any more of you. However you can still think outside of the box and come up with some creative ways of going about your work, just to increase your motivation level and make it more interesting.

Relational role: Husband. Now when it comes to relationships, we don't tend to work from job descriptions or think about particular roles or responsibilities that we have. How you think about this will probably depend on what kind of personality you have. For those of you who are more black and white and who don't necessarily function so much on an emotional level, having a job description may be very helpful. Others will immediately feel that having a job description would take away from the very nature of relationship. They may proclaim, 'How can you reduce a relationship to a set of tasks! It will destroy the relationship.' If you are someone who appreciates a job description and likes to know what's expected of you, when and how, and you are relating to a person who doesn't like the thought of job descriptions then just don't mention this detail and your relationship will be fine. Here is an example for my marriage. It isn't something we produced together as my wife is more the spontaneous, relational sort and the thought of following any formula would be hopeless. However it helps me to see clearly what my responsibilities are in the relationship.

Many people believe a myth when it comes to romantic relationships. Somehow the idea is that if you are in love, then love will simply flow and no effort is needed. The Disney film, "enchanted" is the story of a cartoon princess who is just about to marry her prince, when the queen sends her to earth. She arrives in New York knowing that her prince will be coming to find her and give her 'love's true kiss.' She is totally innocent and dreamy and ultra positive about all the encounters she has with people on earth. She is living in a fantasy world yet in the real world. We can sometimes do that. Any relationship that is worth anything is worth working at. To keep relationships alive and growing takes creative thought, energy and sacrifice. So what can I focus on in this season of relationship to see our love continue to develop? Here is the broad goal again:

“Be devoted in love, maintaining a kindred spirit as a constant companion, showing understanding, giving support, receiving her wisdom, being her champion and enjoying her partnership in all we do.” In the past I have had seasons of focusing on our communication, sharing what opportunities and responsibilities the next period holds and praying through them in order for us to be on the same page. That has become a value. We have made sure when I return from a trip, we take time to talk about what each of us has been doing and debrief each other. We automatically and spontaneously schedule special meals to connect together. They are often fondue by candlelight,

	Role of being a husband	Time allocation and present projects
1	Loving: enjoying romance, showing kindness, being thoughtful, demonstrating faithfulness, and being present, committed and available.	Every moment I have that I am not involved in urgent life or death matters! Spontaneous well planned breaks. Remember every special occasion.
2	Communication: encouraging, sharing heart issues, praying together and for each other, listening, laughing and being responsive.	A lot more time than I think is sufficient! Taking time to share the relational details of conversations.
3	Decision-making: be proactive and unified together in prayerful decisions for plans, problems and day-to-day living.	Sometimes quick, other times slow, and always prayed through. Reading ‘Men are from Mars and women are from Venus’ might help!
4	Raising the family: Discipling, spending time with, advising, taxiing, and dishing out money to...	Quantity not just quality. Emotions have to engage as well as tasks!
5	Sharing of responsibilities: cooking, cleaning, washing clothes, ironing, maintenance, decoration, finances, general administration for vehicles, insurance, mortgage, council tax, etc.	Aptitude for all kinds of work and so sign up for cooking, sewing, homemaking, interior decorating, accounting and administration classes to be the non dispensable husband!

because they are easy and quick to prepare and something different from our normal menu. We have established many goals that have become values like these over the years and now we don’t need to think about them anymore. They become part of our lives.

So let me focus on something that I am being challenged with right now so that my smart goal can be real. So let's go back to this emotional support issue. In the 5th Harry Potter film, there is a scene where Harry finally gets to kiss Cho under the mistletoe. The following scene opens with Harry sharing with Hermione and Ron who are excited to hear how it went. Harry responds that it was wet and that she was crying for most of the time. Ron says, "You're that bad at it are you?" Hermione responds "I am sure Harry's kissing was more than satisfactory. She spends half her time crying these days." "You'd think a bit of kissing would cheer her up" suggests Ron. "Don't you understand how she must be feeling? Obviously she is feeling sad about Cedric (her former boyfriend who was killed), therefore confused about liking Harry, guilty about kissing him, conflicted because of Umbridge's (teacher in the school) decision to sack her Mum from her job at the ministry and fighting not to fail in her exams because she is so worried about everyone else" Ron looking amazed says "One person couldn't feel all that, they'd explode." To which Hermione replies, "That's because you have the emotional age of a teaspoon" which makes everyone laugh. When I think about my own emotional development perhaps I have moved on to a serving spoon but not much more. You may have read the book, 'Men are from Mars, Women are from Venus,' and found that this is a very apt way of describing certainly our different emotional responses.

So what can I do to fulfill my broad goal of "giving support" and especially emotional support? Well it's going to take me thinking in colours instead of black and white when it comes to the emotions. It will take some listening skills. It might be helpful to not take along my tool box with me when sharing about emotional things. I have this habit of pulling out all kinds of tools to fix things. We men like to be Mr. Fix it. After all, what's the point of talking about something if you can't do something about it to make it better? It's going to take learning some phrases to share that help her know that I understand what she is feeling and validate those feelings. I don't need to be the prince in shining armour to kill off the dragon but simply to listen, nod appropriately and share words that comfort and help her know I am on the same page. A good chat with one's spouse while things are calm, is useful in order to help you know what the other would appreciate in terms of support.

My smart goals might look something like these:

1. *When I know my wife is upset or feeling emotional about something, don't jump to the conclusion that I have done something wrong! Make a block of uninterrupted time available as soon as possible and take time to listen without falling into the trap of coming up with an immediate fix.*

2. *Each week, ask myself the question, "how am I feeling?" Explore the world of emotional intelligence and use my journal to develop my repertoire of emotions. Share these revelations with my wife.*
3. *Identify the emotions beneath the frustration, irritation or anger that I experience during each week and again make journal entries to see the development of my emotional health and emotional support of my wife.*

Now I ask the question, are they smart? Specific? Point one, might be troublesome. What if I don't know or can't tell if she is upset? Maybe she hides it well. So perhaps I should add a note about having a special meal each week where I can check in with her to find out how she is doing. By doing this, I get used to asking questions until it becomes a habit, or I am able to pick up more clearly the emotional signals. Measurable? For points 2 and 3 I can check my journal to see if I am following through. Point 1 again is more difficult – it may be a season of emotional strength and my wife is doing great, or I am just not on the right wavelength and not being aware of what's going on. It's probably best to have an agreement with my wife that she can score me on how I am doing at listening and asking. Attainable? Is there hope for me or am I totally disabled emotionally? Well I may be an optimist but I think it's attainable – again, outside evaluation may be useful here. Relevant? Well absolutely – that's what my wife says anyway. Time oriented? I have written the goals for a 3 month period so if there is nothing in the goal to say a time, I will be evaluating at the end of that period anyway. It's always best to write smart goals with a season of time in mind, for example 3-6 months.

Personal role – broad goal for my spirit life: *"To cultivate practicing his presence and become sensitive to the spirit, discerning his voice from others and receiving revelation in order to live and walk in the spirit."*

So what are the ways that I can break this goal down to give me steps towards seeing it accomplished? Like eating the elephant, I am not going to see this happen overnight, so what kind of bites can I take?

Of course growing in intimacy with God is a life long goal but in every season of life we can approach the goal in different ways and keep our relationship with God very dynamic. I believe variety is the spice of life and that's why 3-6 months is a good time frame to rethink how we are doing and to see if there is another approach. So I can pray and brainstorm around this goal for this season. I may come up with ideas like, stick with one book of the bible over these next 3 months to really meditate and get the scripture into my whole being. Perhaps I need to establish some 1 minute pauses throughout the day to think about what God is saying to me. Or use each meal time to not just say a quick grace but to open my spirit to how I can bless him and what he is saying to me and to those eating with me. Perhaps I can focus on a particular

quality of God and think and meditate on it for the month. For instance the omnipresence of God. I like the image of the all seeing eye of God that can penetrate every wall and obstacle. Nothing is hidden from him. He sees where I am, he can hear what I am saying but more than that he can read my thoughts and motivations. As I constantly have that picture of his eye before me, I can receive a fresh fear of God in my life. So for this next season I am going to write 3 smart goals for this broad goal for my spirit life.

1. *Read, meditate and study the books of 1 & 2 Timothy over the next 3 months. Write devotions in my journal daily and develop some teaching sessions on leadership from my revelations.*
2. *Establish 3 reporting in times with God during the day as well as my devotions in the morning. Firstly at morning coffee break, secondly after lunch and thirdly during the afternoon tea time! During these moments I will breathe deeply, relax my shoulders, be quiet and tune my spirit to him in order to check my attitudes, express my heart of thanks and worship, hear what he is saying to me and see if he has any instructions for me.*
3. *Really pray grace before each meal instead of mumbling through a set ritual prayer. Pray blessing, thanksgiving, and spirit anointed prayers.*

Now I can check these smart goals – are they specific? I read them through and came to the conclusion, Yes, I understand exactly what I am to do each day. (not that all goals have something to do each day!). Are they measurable? Are they attainable? Well a week or a month into the goals, I can check to see how I have been doing. It may be that I adjust the goal and will only write 3 journal entries a week. The important thing for me is that I am meditating and recording those revelations. These goals are like the channels of a canal that guide me along the right track. Are they relevant? Yes these are meaningful to me. They connect with what I want to see happen in my life. Are they time oriented? I haven't said how long I will spend reading and meditating and studying the books – I could add this in, but I don't think this detail is necessary for me as I am going to follow this goal for the next 3 months. I am going to write daily in my journal and although I haven't said how much, I have a habit of writing at least a page in my journal and this detail isn't necessary for me. Years ago I needed a goal to write 3 times in my journal a week and at least a page. Now I probably could use a goal to not get carried away writing and get on with the day!! I haven't said when I will prepare some teaching as a result of my studies. But the implied timing is that by the end of the 3 month period the teaching will be formed. These could be throughout or at the end of this time. Again that kind of detail is too much for me. You know yourself and know how much detail you need to write to make sure you follow through on something.

Goals reached can become habits and values. Once something is internalised, we don't need a goal anymore. There is no need for an extrinsic goal when it has taken up its home intrinsically within. It's like the rock candy. There's no need for a wrapper saying what resort it's from any more as its written inside throughout every bite. This is what transformation is all about. This is the renewing of the mind. Establishing a way of thinking and feeling inside us that doesn't need outside help. Values are formed that are part of our DNA. This is now me. The new me. The transformed me.

Here are some basic broad goals that need some smart goals attached. Think about some possible options: Growing in intimacy with God, developing the fruit of the spirit of "joy", expressing appreciation to my team/family, developing in the gifts of the Spirit, develop in teaching and communicating in public, raise my support level.

Application of smart goals

1. Once you have attempted to make smart goals (every new season you can make 2, 3 or more goals for each broad goal) don't forget to apply the smart questions. i.e. Is the goal specific, measurable, attainable, relevant, time oriented? The smart goal has to pass all 5 questions to work effectively.
2. Generally write your goals for a certain period of time and then you only need write in the time period if it's different from the overall allocation.
3. The big question is, who is going to keep you accountable? Some people are very self disciplined and will continually check up on themselves and keep themselves focused. Others need someone to spur them on and to ask questions regularly and help to keep them accountable. Prayer partners are very useful in this way.
4. Each week or month (depending on what suits you best) you can then assess how you are doing with each smart goal. If the goal needs re-writing or tweaking then go ahead and edit. The goal isn't like the laws of the Medes and Persians that can't be changed. At the end of the 3-6 month period you can have an evaluation where you can decide if the goal needs further time, has been accomplished or needs an adjustment or further development.
5. Some goals become concrete immediately by writing them into your diary or schedule. These are the easiest to follow through on.

On the next page is a chart that you can use to develop some smart goals. For each broad goal see if you can develop some smart goals. In real life we can't manage to work on so many smart goals at one time but as an exercise it's useful to do to get comfortable with writing goals and to get used to the idea. Once you have gone through the exercise you can then focus on one or two broad goals, your priority in this season and work on smart goals over the next 3 months. This is what I call your personal development plan – see later.

Developing SMART goals			
	Roles	Broad Goals	Smart Goals
Personal Roles	Spirit		
	Soul		
	Body		
Relational Roles			
Ministry Roles			

When the roles hit the road!

Goals are dreams with deadlines

Diana Scharf Hunt

1. Motivation: the foundational ingredient. Do you tend to be self motivated or do you need a little bomb under you to get you going? Unfortunately for some, I think motivation is linked with our personality makeup. Some people tend to be hang-loose, relaxed and take life as it comes. Others have their speedometer stuck on fast and are always on the go. Some find it easy to relax, others hard. Some automatically create work for themselves, others are only motivated when they join others to work. Hebrews 10:24 encourages us to motivate one another, "And let us consider how we may spur one another on toward love and good deeds." How are you spurred on? How do you help others to be spurred on? If you are a self motivated person, then you can probably write your smart goals and get on with them, without any help from anyone. However if you are more relational, then it may be best if you work through your goals and desires with others. Perhaps two or three people sharing together and keeping one another accountable will work better for you. 'Weight Watchers' works on the principle of group accountability. When you step up in front of the whole group, you want that scale to tell you that you have lost weight. It's one thing for you as an individual to know that you have put on three pounds but to stand in front of the group and have to admit this, can put a road block to cheating on your diet next week! Group accountability also works with positive motivation. The enthusiasm of the group responding with a 'well done' shout of approval does so much for your motivation. When we are working in a battleground to gain a goal, we can use all the motivation and encouragement we can get.

I often hear stories of people who have great disabilities or who are the underdogs who end up winning. They go into the challenge determined to make a difference or to win the race. That's why it's one thing to gain a champion title but it's another to maintain it. It's easy to become nonchelat and no longer have the same motivation to continue to develop.

2. Morale: the long term ingredient. Some years ago I was visiting a YWAM centre during a fund raising event. They were raising money for the property and people were being sponsored to run as many circuits as possible around the course they had set up. As the visiting speaker, I felt a sense of obligation

to be a part of it. I borrowed some trainers and some shorts and headed out for the field. En route, I tried to gain as many sponsors as possible from the staff and students and to my surprise got quite a number of names down on my sheet. I wasn't very fit and so had no idea how many circuits I could make but with everyone watching I wanted to do my very best. I started with a bunch of people and was pretty tired after my first time round the course. But what made the difference was seeing those people clapping and shouting and proclaiming "go stephe, you can do it, keep up the good work." With my back to the crowd I struggled on until I rounded the curve and received those shouts once more. Somehow though my body was aching, my lungs were screaming for rest and my tongue was stuck to the roof of my mouth, I carried on. Those staff and students boosted my morale and enabled me to probably go twice as far as I would have done otherwise. Morale is a powerful tool to boost our motivation. Like a spoonful of sugar helps the medicine go down, so a spoonful of morale enables us to push through the pain or the monotony to persevere to the end.

We are all different in our make up and will be encouraged in our morale by different things. I am writing this paragraph sitting at a window looking out at a beautiful view of the mountains across the Fraser valley in Canada. The view inspires me as I write and creates a peaceful environment in which to think. I am reminded of a secretary that worked with me who when given the opportunity of organising her own room, placed her desk right up against the wall, with her back to the door so nothing would distract her from her work! Then there was the office manager who decided that he didn't like his separate office down the hall and placed his desk right in the middle of the general office so that he could see everyone and talk with anyone at will. Different environments encourage or discourage our morale. General morale boosters for me would include, being involved in competitive sports regularly and keeping fit, being with someone who makes me smile, learning something new, especially when it can be turned into a tool that I can pass on, teaching that is well received and encourages those participating, a meal out with my wife or the family, a dinner party at home with friends, a night away with my wife somewhere nice, new gadgets or a good book.

Morale busters for me would be things like tension in relationships at home or work, arguments with the kids, being in debt or very short of money, time pressure to prepare for speaking, having to deal with conflicts, a process that takes too long especially when no clear decisions are made, lack of intimacy in relationships, failing in some way, frustration in not being able to make something work or function normally, feelings of rejection... the list could go on. Take a few minutes to write down some of your morale boosters and busters on the following page.

Morale boosters	Morale busters

3. Management: the ingredient that makes sure the goal is implemented.

Managers have the power to create an environment very conducive for productive work and relationships or turn people right off and make the place of work a drudgery! You have that power in your own life. You are your own manager. You can have the motivation, your morale can be high, but you need some management to know where to start and then what steps and processes to take?

The first thing to do is to look at those morale boosters and busters you have just thought about. What can you do to minimise the busters and maximise the boosters? For me conflict is a strong demotivator and so it's important for me to live my life keeping short accounts and seeking to be in unity with others. I am motivated to work conflicts through because I know the effect on me as a person, as well as simply being a right principle to live by. So being my own manager I create an environment conducive for productive relationships which boosts morale and encourages my motivation.

What can you do as a personal manager to maximise your morale boosters and minimise your morale busters?

Goal conflict

When we are in a state of unwholeness and troubled with many areas in our lives, we want everything to get better at once. We can't focus all our energy on our marriage, our kids, our friends, our church, our work and expect to suddenly have the time to accomplish it all. One goal will tend to conflict with another. This then sets up a competition and the big question is which goal wins. Usually neither. We do everything poorly, or give in and fail at everything. What do we really want to see as the result? Take the common issue of weight loss. Our approach to losing weight could include – the doctor encouraged me to lose weight for health reasons, I want to fast for prayer breakthrough and lose weight at the same time or I want to lose weight just to feel good about myself. However fighting against these goals is the fact that I love eating, I gain contentment from eating, it's a relaxing thing for me to do, I have a sweet tooth and I totally enjoy it. So what's the quickest thing for me to do when I am feeling in need of encouragement? Reach for the nearest bite to eat. Instant satisfaction is then followed by a mental thought, "Rats, goal conflict!" Still it's easy to get over that, reach for another cookie. I am treating this a little lightly but it's serious business.

Generally it is the relational and ministry goals that conflict most commonly. How many films have you seen recently with the theme of one person in a relationship that gets caught up in work and begins to be less committed in the relationship. I was watching "The preachers wife" with my wife and daughter, to get us in the mood for Christmas. The preacher is a workaholic and spending a great deal of time reaching out to others in the neighbourhood. He spends time with messed up kids, visiting people in hospital, helping the street people with meals, fixing the church building or a thousand and one other things. Meanwhile his beautiful wife (Whitney Houston) is not given time in relationship and their marriage is in danger. The angel Dudley (Denzel Washington) comes to the rescue and through a series of incidents encourages the preacher to begin to rebuild his life and marriage.

Just so we don't have a stereotype of just men being caught up in the workaholic lifestyle, perhaps you have seen the film "The devil wears Prada". A naive young woman, Andrea (Anne Hathaway) comes to New York and scores a job as the assistant to one of the city's biggest magazine editors, the ruthless and cynical Miranda Priestly. Although initially having no fashion sense, with the help of one of the magazine's fashion editors, she gets a complete makeover and a new security. However, with her new appearance and the demands placed on her, she starts to lose her friends, family and her boy friend. As she is whisked away to Paris with Miranda and faces all of the glamor that could be hers, she is forced to make the decision of where she wants to be in her life. We come to these kind of crisis points in our lives

where we come to our senses. Like the prodigal son who finds himself eating the pigs food and this pushes him to take an objective view of his life. He thinks to himself, "Hang on a minute, my father's servants are living better than I am right now, what am I doing here?" When we take the objective view, we see our choices, our values become clear and we focus in a particular direction.

I have just experienced a goal conflict. I took a writing sabbatical and the opportunity arose of going to Canada for a couple of months to spend time with two of our children. In doing so, the challenge was a goal conflict of book writing versus relationship with family and friends. Living in Spain, with no family close and few commitments during the week mean't an easy time to focus on writing. Living in Canada with many family and friends close mean't there would be much time to talk and visit with much less time to write. It was really an easy decision. The family relationships won out. That was the right thing for me to do. However in doing so, I had to deal with the attitudes that arise. I didn't want to feel resentment towards those individuals that I came to spend time with. So I needed to lower my expectation or smart goal for writing and feel OK about that. We have to make these adjustments in our lives continually. Goal conflict is here to stay.

Goal conflicts occur when we are trying to deal with a deficit in our personal life but working on a project for our job or in connection with a friend or family member. Our personal attitudes in our daily living have a great impact on how we function in life. If we are going through a frustrating or depressing period of time, sometimes it's difficult to muster up the energy and motivation to work on the project. Now it may be the circumstances we are going through right now, or it may be an issue in our lives that needs real focus. We have to put an emphasis on some of these personal issues, at least to deal with damage control so that we can function. However it does take humility to be open to the fact that my life has some dysfunction and without ministry will continue to sabotage my relationship and work life. We are back to setting the right priorities in what we give our time and focus to.

Roles and time management

Countless books have been written on the subject of time management and there isn't a need for another one. However all that we have talked about so far depends to some extent on our management of our time and getting new behaviours and goals into our day to day life (or diaries for those who have them). We can establish a wonderful looking future but it's only a dream if we don't start doing something about it now. Many dream but if we want to see the accomplishment of the dream we have to get out of bed. That getting out

of bed requires us to make some decisions and put those decisions into concrete actions. The place where those actions take place is our schedule, our diary or our agenda. We all have the same amount of time but we all accomplish different amounts in our work and relationships depending on how we use it. I have had some people look at my schedule and say it makes them feel tired. If I thought about it too much it might have that affect on me too! The question is back to, 'What has God called me to do?' Whatever that is, he gives the grace to fulfill it. The challenge is of course hearing God rightly. What we often think of as 'God speaking to us' is simply our own ego, or good ideas but not God directing us. We can't burn out and then blame it on God for asking us to do too much!

Role stress, as we have seen, takes place when we are trying to fulfill too many goals with too many roles. With a fixed amount of minutes and hours in each day it's simply not possible to squeeze more time than we have available and yet that's what we try to do. We get optimistic about what's possible to fulfill in a given time and end up being frustrated with ourselves and others getting frustrated with us. So it all comes back to priorities. What's the most important priority right now, this week, this month, this year? Sadly, we often live our lives back in the default mode which means working on the "urgent and important" stuff (see the diagram on the next page). Often it becomes urgent because we have procrastinated and not planned well. Or we spend our time with the "not important but urgent" and the "not important and not urgent". Procrastinators of the world love quadrants I, III and IV. Quadrant I is where we put off important stuff until the last minute, quadrant III is where we allow other procrastinators to affect our lives and quadrant IV when we fill out time doing stuff that makes other stuff urgent. The procrastinators club of America shares the following statement: "Last week was national procrastination week. Obviously this announcement should have appeared sooner but, frankly, nobody got around to writing it. The procrastinators club of America, Inc. has its annual week set aside for doing nothing in the first week in March but is traditionally observed the second week. Their doctrine: never do today what you can put off until tomorrow! Their slogan: Procrastinate Now! Paying fees early to join the club incurs a 5% penalty! Regular Publication: 'Last month's newsletter.'

Of course those of you who know the chart well, will be spending the majority of your time in quadrant II, "the important but not urgent." No matter how well we plan there's always crises that take place that force us into quadrant I, but if we are going to see development in our lives and the lives of those we lead and influence we will get into the habit of living our lives more in quadrant II. The activities in this quadrant don't shout at us but include our

priorities. Rather than prioritise our schedule, the trick is to schedule our priorities. That means writing into our schedule time for those things most important to us. So when someone calls up and asks you a favour or invites you to see your favourite team play, you can check your schedule and say, “sorry mate, I’m committed tonight or that’s sounds great, see you later.” (another tip – don’t agree on the spot to anything)

	Urgent	Not Urgent
Important	I Crisis Pressing problems Deadline driven projects Meetings Preparations Individuals crisis needs	II Values - Intercession, Worship, etc. Planning & preparation Discipling/Mentoring Relationship building, caring True recreation Personal/Leadership development
Not Important	III Interruptions Some calls Some mail and reports Some meetings Many pressing matters Many popular activities	IV Trivia Busy work Some phone calls Time wasters Escape activities Irrelevant mail Excessive TV

Do you get to the end of the week and wonder what on earth happened to all your time? Does every week seem the same? You have all these great plans but somehow things turn up and you never seem to get what you want accomplished. Well if that’s you, it might be worth doing a daily audit of your time to see what happened to it. Perhaps you can see a pattern emerge and begin to take charge, set some new boundaries and establish some time management in your life.

Take a look at the chart on the next page and evaluate a week of your life to see how you spend your time. You may be surprised. You may know some of the statistics. In the U.S. one survey showed that the average adult spends 4 hours every day watching TV and only 6 minutes relating with their children. In another survey of just over 2000 people, 41% say they spend over 5 hours on an average day in the company of a computer mouse.

Fill out your committed time and then see what available time you have and begin to schedule your priorities! Obviously some goals are attitudes and can be worked on throughout the day, others need to fill time outside of our committed time.

	Mon	Tues	Wed	Thur	Fri	Sat	Sun
7am							
8							
9							
10							
11							
12							
1pm							
2							
3							
4							
5							
6							
7							
8							
9							
10							

The final frontier

The personal development plan

*Success isn't a result of spontaneous combustion.
You must set yourself on fire.
Arnold H. Glasow*

It takes a great deal of effort to change and for many the price is too high. Often we rely on default mode and only really change when a major trauma takes place in our life that thrusts us out of the default and something has to give. This booklet is an attempt to encourage you to step out before the trauma has to take place. If you have made new years resolutions without seeing much progress, or come up with sets of goals already and not seen any breakthroughs, it's actually amazing that you have read to this point in the book.

Let me suggest something a little radical. If you are dysfunctional like me, then you can only really handle doing one thing properly at a time. I know I am a man and often it's said that we men can only think about one thing at a time whereas women can juggle many things at the same time. It's like the plate spinner who is able to keep many plates rotating at the same time but runs between them all to maintain their motion. I guess in this analogy men can only spin one plate! Obviously that's not true, I am sure I could manage two! Anyway the bottom line is, I have been impressed with my wife's ability of holding down a ministry, cooking meals, involvement in hospitality, maintaining all the functions of the house, looking after kids and a thousand and one other things. When it comes to dealing with change and growth though, I believe we are in the same camp – it's hard for both of us. We can only deal with one major area of our lives at one time. It probably takes at least 3 months to form a new habit, so if you are going to do more than have a little experiment with goals and actually see something new established in your life, it's going to take time. So the following plan is to help you deal with changes. There is a season for growth in our lives, where we have the grace to walk through issues, be honest and drum up energy to persevere until the new habit and value is established in our lives.

There are basically two types of personal development plans (PDP's). The first PDP involves a particular issue in our lives that needs dealing with, such

as an attitude, developing in a certain skill or working on a habit pattern that needs changing. The second kind of PDP involves the focus on a certain role.

PDP 1. I am talking about issues that have an effect on a number or all our roles and relationships. I have shared a little on my strongholds. These have the potential of sabotaging all my desires and best efforts at growing in my life. Things like workaholism, legalism, anger, insecurity, fear, unbelief, passivity, judgement and independence, just to name a few. When one of these strongholds is working in one area of my life, all are affected. The name 'stronghold' itself should help us to acknowledge that it's strong and so needs an ongoing focus to deal with it, uproot it and replace it with something positive. We read in Psalm 27 that the Lord is our stronghold. As we grow we can be developing areas of strength that the enemy can't touch. I like that. Positive transformation of our life doesn't come easy but it's worth it – to come back in line with God's plumbline of becoming more like Jesus. It may be that there are major issues in your work life or relational life like delegation, confronting others with truth, saying no, making clear decisions, developing vision, dealing with intimidation or affirming those around you. Any of these areas can bring hindrance to our development and the development of those around us.

PDP 2. Instead of being issues oriented, it can be very helpful to focus on a certain role. For instance, you may not be aware of a major issue that you are facing at the present time but still want to see development in a certain relationship or aspect of leadership. In fact you may like to have a 3 month focus on different roles and cover them all over a two year period. Or be more spontaneous and look at development of the role that becomes a priority in this season. The following chart may help you in the process. When it's time for a new focus you can fill out the chart again to identify your areas of need.

PDP'S and Coaching

Life coaching has become more and more popular over the last few years. It is very much based on goal setting and so these exercises you have just gone through are very much in line with the coaching approach. I would encourage you to have a coach to help you make progress in your role development and growth through issues in your lives. A coach provides the questions to help you work through a plan of action and then keeps you accountable to follow through. This is generally where most of us mess up. As you develop a smart goal from your broad goal, it may still require a number of action steps in order to see the progress you desire. This is where the coach will work with you until you have a clear process forward that fits you well and that you feel motivated to work on.

General Roles	Specific Roles	How am I progressing in my roles? What roles are my focus right now? What roles need attention?
Personal	Spirit	
	Soul	
	Body	
Relational	Wife/Husband	
	Children	
	Wider family	
	Close friends	
	Working relationships	
Ministry		

Where do I go from here? My suggestion is that you form a personal development plan or PDP. You can formulate a plan for as long as you would like but I have found that 3-6 months is a good timeframe. When I was studying for my master degree, one of my assignments each year was to develop a personal and professional development plan. It was a helpful habit to establish. This set out my study goals, how I was seeking to fulfil my assignments, writing goals and objectives for my job and personal life and putting this in a form that I could easily refer back to. We are so forgetful – we have some great ideas of what we would like to see happen but those prayerful aims need to be in our eye view and considered regularly in order to see them become a part of who we are.

Here is an example of one of my plans just before entering into my sabbatical:

Personal Development Plan		April to June 2007
Broad Goal	Prepare for a sabbatical time out to develop health and rest in God	
My greatest need of development is to establish new work and relational habits so that I can come to a new place of resting in God. This will be evident when stress levels decrease, headaches stop and I am able to relax and laugh on a regular basis. In the past I have tried to maintain a balanced life myself without really any reference to how others are experiencing me. Now I recognise I need personal accountability to see changes taking place. The groundwork for this to happen has been hours of talking with my wife and having revelation from the Lord that I have a problem.		
Personal Goals	<ul style="list-style-type: none">I have been struggling with health over the last 6 months and so I am going to book an appointment to see the doctor and get an expert opinion on my condition.	
	<ul style="list-style-type: none">I will get advice on my diet and make changes as necessary once I have identified any foods that are causing any problems of lack of sleep or headaches.	
	<ul style="list-style-type: none">I will begin an exercise programme even if its painful to my aching body.	
	<ul style="list-style-type: none">I will continue to identify attitudes and strongholds that are undermining my ability to relax	
	<ul style="list-style-type: none">I will spend time daily time with the Lord in meditation and prayer in order to enjoy his presence and hear him speak to me, not to simply get input for speaking or a meeting I am about to take. (his message for me in this season – letting go)	
Relational Goals	<ul style="list-style-type: none">I will focus on my relationship with my wife and give priority to sharing deeply our thoughts, feelings and meditations	
	<ul style="list-style-type: none">Any ministry opportunities will be prayed through with my wife and we will decide whether it's right for us both to go, me to go or neither to go.	
	<ul style="list-style-type: none">This priority time will include meal times together each week, daily prayer and time to laugh and enjoy one another	
Ministry Goals	<ul style="list-style-type: none">I will process taking 6 months out from Western Europe and together with my boss and the leadership team identify the best time for this. I will recruit someone as a point person for the time away	
	<ul style="list-style-type: none">I will process what this time out means for the leadership development ministry and talk with the connect group to clarify expectations and how I process this.	
	<ul style="list-style-type: none">I will take my wife with me to any invitations that we feel are right over this next period.	

Here is an example of a plan for developing in a role – my marriage:

Personal Development Plan		April to June 2007
Broad Goal	To develop our intimacy as a couple	
I am aware that even though we have a great marriage, I need to focus time and energy into our relationship to make it even better.		
Personal Goals	<ul style="list-style-type: none">• <i>Pray every day for my wife and share any words, scriptures and encouragements I receive</i>	
	<ul style="list-style-type: none">• <i>Speak positively and encouragingly to others about my wife</i>	
	<ul style="list-style-type: none">• <i>Develop my emotional intelligence in order to be able to give emotional support. Each week, ask myself the question, “How am I feeling?” Use my journal to develop my repertoire of emotions. Share these revelations with my wife.</i>	
	<ul style="list-style-type: none">• <i>Develop my listening skills and body language to be able to focus and relax without needing to rush on to the next project</i>	
Relational Goals	<ul style="list-style-type: none">• <i>When I know my wife is upset or feeling emotional about something, don’t jump to the conclusion that I have done something wrong! Make a block of uninterrupted time available as soon as possible and take time to listen without falling into the trap of coming up with an immediate fix.</i>	
	<ul style="list-style-type: none">• <i>Take time every day to have devotions and prayers together</i>	
	<ul style="list-style-type: none">• <i>We will read aloud a book together, a chapter a day as time allows</i>	
	<ul style="list-style-type: none">• <i>Be available to help and support my wife in issues that she is not so gifted, and when she asks for help, don’t delay so she has to ask a second time</i>	
Ministry Goals	<ul style="list-style-type: none">• <i>Any ministry opportunities will be prayed through with my wife and we will decide whether it’s right for us both to go, me to go or neither to go.</i>	
	<ul style="list-style-type: none">• <i>I will seek to involve my wife as much as possible in the issues at hand, the decisions I am needing to make and my schedule in order to have accountability in work load.</i>	
	<ul style="list-style-type: none">• <i>Take time out to do special things together on a regular basis</i>	

So now it's your turn. You know the concepts, you are aware of some of your issues and priorities. Now bring them all into focus with your own personal development plan for the next 3-6 months. You don't need to rush into it, but you do have to get out of the passive cycle and believe God for some transformation. You can do it with the Holy Spirit's help. Decide on whether you want to focus on a role or a certain issue. Take time to pray and ask the Lord what steps He wants you to take to see the transformation in this area of your life.

If this chart doesn't quite fit, then there are several other charts that you can customise for your own personal, relational and ministry goals below.

Remember as long as you are alive, "God is at work in you to will and to work for his good pleasure." Enjoy being transformed from glory to glory.

Personal Development Plan		Date:
Broad Goal		
Definition:		
Personal Goals		
Relational Goals		
Ministry Goals		

Personal Development Plan		Date:
Broad Goal		
Definition:		

Personal Development Plan		Date:
Broad Goal		
Definition:		

Appendix 1: Personal development summary chart

Aspect of growth		Question	Definition	Scripture
Spirit	Destiny issues	Is my calling & vision clear?	Knowing God's purpose for my life, especially the specific call to missions, market place or local church.	Jeremiah 29:11 Ephesians 2:10
	Identity issues	Am I happy about who I am?	At peace with how God has made me and able to be confident in Him to do anything he asks.	1 Samuel 16:7 Luke 10:27
	Devotional life	Is my passion hot?	Wait on God, pray and intercede, meditate and study his word and receive his guidance.	1 Timothy 2:1 Revelation 3:15
	Spirit life	Are my ears open to the spirit's whisper?	Engage my spirit to enter into worship, function in the gifts of the spirit and take authority in spiritual warfare.	John 6:63 John 10:27
	Godly values	Is my heart after God? My DNA becoming holy?	Possess a passion for the things of God, obey God's word, practising servanthood and living by faith.	Ephesians 1:17-19 Matthew 16:23-25
Soul	Character qualities	Am I pursuing love and subduing pride?	What I do, say, think and believe agree. The fruit of the spirit are growing and evident in my life.	2 Peter 1:5-8 Galatians 5:22,23
	Intellectual development	Am I a life long learner and implementor?	Developing healthy reading and study habits with an awareness of world issues and how I can be involved.	Isaiah 1:18 2 Timothy 2:15
	Stewardship	Am I extravagantly generous?	Responsible and generous with the use of possessions, gifts, time, priorities, personal & ministry finance.	Luke 6:38 Matthew 25:21
	Emotional life	Are my fears at bay and joy full?	Able to express my feelings in appropriate ways, being open and vulnerable yet staying in submission to Christ.	Psalms 56:3 1 Corinthians 10:13
	Decision making	Am I able to make the right choices?	Choosing the right path, taking into account the facts, the issues, the emotions but being led by the spirit.	Psalms 32:8-9 Acts 13:2
Body	Personality	Is my personality submitted to Christ?	Without losing my strengths, I adapt to others as much as is necessary in order to live in harmony and peace	Romans 12:18 Romans 14:19
	Health	Am I eating nutritiously, exercising regularly and sleeping contentedly	Eating a balanced wholesome diet, taking regular exercise and making wise decisions in sleep allocation	1 Timothy 4:8 Psalm 127:2
	Sexuality	Are my sexual desires appropriate & under control?	Content with my God given sexuality. Maintain a healthy sex life within marriage. Accountable in thought-life and behaviour.	Ephesians 5:8-11 2 Peter 3:11
	Recreation	Is my leisure time fulfilling and enjoyable?	Balancing hard work with play, fun, hobbies and sports. Free to relax, laugh and enjoy solitude and company.	Matthew 11:19, 28-30; Proverbs 3:8
	Gift development	Are my gifts developing?	Discovering my natural gifts and developing my potential to the full.	Romans 12:1-8 1 Peter 4:10

Appendix 2: Life Growth Chart – year evaluation

Role		Long term desire	Progress for the past year	Practical steps/strategies for growth this coming year
Personal Development	Spirit			
	Soul			
	Body			
1				
2				
3				
4				
5				
6				
7				