



**INTERN ACADEMY**

*INTERN MANUAL*

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## Acknowledgements

A special thanks to Chip Taylor, Lori Taylor, Mark Shaner, Matt Gaylor, Tami Byrd, Chris Spitters, Christi Martinelli, Ryan Chaisson, Mike Hodges, Dr. Andy Stephenson, Todd Lovelace, Gretchen Olson, Kayla Harden, Cody Bracy, and Kristen Bracy for the dreaming, writing, strategizing and the implementation of the Intern Academy!

Thank you to the coaches, old and new, who have given of themselves to build an experience for young leaders that evolves and is supportive, inclusive, and enriching. Thank you to IA alumni who have paved the way for interns to come, and have invested in the continued success of the Intern Academy.

## Introduction

This manual is a physical manifestation of many years of dreaming, praying, collaborating, and watching God work in amazing ways. The Intern Academy Manual was developed as a tool for ministry leaders to equip interns with a collection of teachings from the strengths of some of the most successful ministry leaders throughout the country.

IA Coach: this manual is a tool that will assist you as you shepherd young leaders who are responding to God's call. It is meant to provide a framework for structuring an internship experience that is both comprehensive and enriching. Whether you are a first-time coach or an IA veteran, use this manual to supplement your own wisdom through experience and study.

IA Intern: this manual contains wisdom from many leaders and pastors that have paved the way for you. It is a gift that is meant to guide you, instruct you, and encourage you in your walk with God. Look at this manual as an active tool for you, not only throughout your internship experiences, but refer to it when you take on your first ministry, and again when you begin to shepherd others in their calls to ministry. Add to it as your mentors teach you about the ins and outs of ministry, and as you learn from your own successes and first attempts. Best of luck in your upcoming internship. You've already taken steps to answer God's call. Now, listen to your IA coach, trust your gut, and don't screw up!

# Welcome to Intern Academy

In 2003, a group of student ministry pastors met to dream about ways to support young leaders who are exploring what it means to serve in ministry. The team envisioned a national network of “coaches” that would host internship opportunities for college-aged students. But, this network would not simply provide a space for college students to spend a summer. This network would encourage and challenge students through structured and enriching learning environments, long-term mentorships, and access to a supportive and tight-knit community of ministry leaders and other interns that would serve as a resource for years to come. In 2010, the dream was finally realized and Intern Academy was officially launched. In 2020, Intern Academy officially launched as a nonprofit organization.

## Mission

The Intern Academy is training up a new generation of Christ-centered leaders. These leaders have a passion for ministry and a desire to gain practical and intentional ministry experience that empowers them to have maximum impact as a follower of Jesus and a minister of the gospel. This experience is designed for college students or college graduates.

## Vision

To create a network of internships nationwide accountable to teaching the same principles of leadership and ministry and to connect and resource both coaches and interns. The Intern Academy will equip leaders to be healthy, prepared and effective for maximum impact on the Kingdom.

The Intern Academy is a holistic approach to training the next generation of Christ-centered leaders. It connects interns pursuing a call to ministry with a network of ministry leaders. It is a ministry that is intentional in equipping and then sending out leaders. The Intern Academy strategy works toward the fulfillment of 4 goals:

1. Train Interns – We will provide interns with the best collective training experiences, resources and network.
2. Help Churches/Ministries – We will help churches and ministries in need of leadership, by preparing healthy, trained and capable interns for maximum kingdom impact.
3. Resource Coaches – We will provide resources for Coaches with a kingdom-minded vision to make a difference.
4. Network Leaders – We will connect, encourage and train interns, graduates and coaches of the Academy throughout their ministry lifetime in a network, which

includes resources, tools, relationships, gatherings and the Intern Academy Retreat.

## Intern Academy Timeline

Year	Event
2003	Student Ministry Pastors from the Church of God Youth Network Team began to dream of a network of internships nationwide
2006	A team established to target a national internship network
2007	Created a database of Church of God student pastors training interns
2008	Writing of Manual began
2009	Piloted Intern Academy in 5 student ministries Rewrote Manual and Confirmed Coaches to begin Academy
2010	Intern Academy Retreat and Launch of Intern Academy Implementation of Intern Academy Gathering and Promotion for Interns and Coaches at the Church of God's International Youth Convention
2015	IA Marks 100 Interns graduating Intern Academy IA Manual Revised and Updated
2017	IA expands to include multiple denominations
2019	Nonprofit internships added to Intern Academy
2020	Intern Academy officially becomes an independent 501c3 nonprofit
2021	Genesis Project founded to launch new internships IA Marks 200 interns graduating Intern Academy

# Intern Academy Core Values

Character is who you are when no one is watching. It is doing the right thing no matter the cost, no matter the situation, no matter how big or small it might seem. We need leaders who hold to the highest standards of character and this depth of character is what makes a leader worth following. Nothing is more important in developing young leaders than the strength of their character. Ruth Haley Barton said it this way: "We set young leaders up for a fall if we encourage them to envision what they can do before they consider the kind of person they should be." In the Intern Academy, CHARACTER will be developed and pursued to the highest level.

Leadership is a gift from the Holy Spirit that should be exercised and developed for maximum kingdom impact. As we grow in our leadership our influence grows and our impact grows. John Maxwell says, "Leadership is influence and everything rises and falls on leadership." We may not know the future that God has for each young leader, but we do know they will be actively involved in leadership throughout their life in various forms and they must develop their leadership skills to be able to take on the challenges they will face. Developing the LEADERSHIP within each person is a focus for all involved in the Intern Academy.

Mentoring is a key to ministry success today. As the saying goes, "We weren't created to live on an island." We must have people in our lives that speak into our journey, our ideas and our principles. We need a network of relationships to accomplish what God has us on earth to do. We need ministry veterans investing in us who have traveled the road before us to speak into our lives. We need peers alongside us to tackle the challenges of the culture of the day, and we need younger people around us who we pour into their lives and to whom we can pass the baton. Intern Academy's MENTORING component is a critical part of our DNA.

Core Value:

# Character



# Personal Money Management

The content for this Intern Academy Core Value comes from the Biblical Stewardship Series produced by the Timothy Partners, Ltd., copyright 2004. Permission to use this material was given by Mr. Arthur Ally, the compiler of the series. [www.biblicalstewardship.org](http://www.biblicalstewardship.org)

Introduction:

“Jesus Christ said more about money than about any other single thing because, when it comes to a man’s real nature, money is of first importance. Money is an exact index to a man’s true character. All throughout Scripture there is an intimate correlation between the development of a man’s character and how he handles his money.”

--Richard Halverson, former chaplain of the US Senate

Read Matthew 6:19-24; Matthew 25:14-30

God expects us to use the resources he gives us to best carry out our responsibilities. He wants us to be good stewards. But what exactly is a steward? A steward is someone entrusted with another’s wealth or property and charged with the responsibility of managing it in the owner’s best interests. Stewardship is not a subcategory of the Christian life. Stewardship is the Christian life. How we manage our money is one of the telling ways of whether we are allowing Jesus to be our Lord as well as our Savior.

“What is your treasure?”

Ask yourself these four basic questions:

1. What do you value most?
2. What would you most hate to lose?
3. What do your thoughts turn to most often when we are free to think of what we will?
4. What affords us the greatest pleasure?

Your answers may tell you what kind of steward you are.

List five ways that you could use your possessions on earth to glorify God in heaven:

- 1.
- 2.
- 3.

4.

5.

Let's look at some principles to help us be good stewards:

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**PRINCIPLE #1:** Acknowledge that all you have is from God and belongs to God.  
Read Psalm 24: 1

A distraught man furiously rode his horse up to John Wesley, shouting, "Mr. Wesley, Mr. Wesley, something terrible has happened. Your house has burned to the ground!" Weighing the news for a moment, Wesley replied, "No, the Lord's house burned to the ground. That means one less responsibility for me."

Read 1 Timothy 6: 17-19 – In this passage:

1. The rich are not told they should not be rich.
2. They are told they should be generous with what they God has given them.
3. They should use what God has given them for kingdom work.
4. In this way, they store up treasures in heaven, not just earth.

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**PRINCIPLE #2:** Be content with what you have.  
Read 1 Timothy 6: 6

We live in a culture that demands we get more and more, or we are a failure.  
Think about these proven truths:

- The more TV you watch, the more you spend.
- The more you look at catalogs and magazines, the more you spend.
- The more you shop, the more you spend.

Here are some reminders that will promote our contentment:

1. Nothing is a good deal unless you can afford it.
2. Before you take matters into your hands, take 30 seconds and pray about it. God wants an opportunity either to provide your needs or to show you that they aren't really needs.
3. Just because you can afford something doesn't mean God wants you to get it.
4. Increased income doesn't necessarily mean that God is saying spend more. More often, his real message is give more.

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**PRINCIPLE #3:** Live within your means.  
Read Proverbs 23: 4

Here are some interesting facts that show Americans don't hold to this principle:

- The average family spends \$400 more than it earns each year.
- 23% of the average person's take-home pay is committed to the payment of existing debt—not including the home mortgage.
- According to the Wall Street Journal nearly 70% of all consumers live from paycheck to paycheck with little or no savings.
- The number of bankruptcy filings sets new records almost every year.
- In 2004, more people filed for bankruptcy than graduated from college.
- According to Psychology Today, the leading cause of divorce is still conflict over money.

Developing financial freedom isn't really a matter of how much you make; rather it's a matter of how little you spend! Few people plan to fail, but far too many fail to plan. If you've never operated under a budget, now's the time!

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**PRINCIPLE #4:** If you are in debt, start now to get out.

Read Proverbs 22: 26-27

It will take time and discipline to get out of debt. Here are practical steps that will assist you on your journey toward becoming debt-free:

- Repent that you may have taken your cues from the world and not from God.
- Immediately start giving God the first-fruits, recognizing his ownership and ask him to help you to be obedient.
- Incur no new debts. "If I can't afford it now, it probably isn't God's will now."
- Systematically eliminate existing debts by making a plan.
- Perform plastic surgery on your credit cards. If the card is a temptation, destroy it. Never use your credit cards for anything except budgeted purchases. Pay off your credit cards every month.
- Don't rationalize your debt habit. Recognize your weaknesses and don't let it master you.
- Learn the difference between saving and spending. If you buy an \$80 item for \$30, you really haven't saved \$50, you've spent \$30 if it's an item you really don't NEED.

Can you imagine how much more Christians could give to the work of the church if their debt were eliminated?

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**PRINCIPLE #5:** Make tithing and giving as regular as breathing.

Read Malachi 3: 8-10

"Tithes are required as a matter of debt, and he who has been unwilling to give them has been guilty of robbery. Whosoever, therefore, desires to secure a reward for himself, let him render tithes, and out of the nine parts let him seek to give alms." -- Augustine

In Luke 12: 33, Jesus connects giving with providing “treasure in heaven.”

Use these guidelines to help you follow the Biblical mandate of tithing and giving:

1. Give! The act of giving is a vivid reminder that our life is all about God, not about us. It says, “He does not exist for me. I exist for him.” God’s money has a higher purpose than my affluence. Christians must give. Not all give the same, but all will give.
2. Give generously. You’ve probably heard the saying, “You can’t out-give God.” How much is generous? If you’ve never tithed, be sure to start there. Then, respond to God’s leading in your life as needs come to you. Trust him to take care of you as you seek to be a good steward of the other 90%.
3. Give regularly. Unless people give systematically, they rarely give substantially and people who don’t give systematically invariably overestimate how much they give. When we put off giving for whatever reason, the higher likelihood is that the money will not be given.
4. Give voluntarily. As God shows you, give above and beyond your tithe to meet needs or to help with the work of his kingdom through missions.
5. Give sacrificially. This means to push our giving past the point where the figures add up, or to give when the bottom line says we should not. It means living with the faith of the poor widow in Luke 21: 1-4. It means trusting God when it doesn’t make sense. Whenever we start to get comfortable with our level of giving, it’s time to give more.
6. Give cheerfully. We need to live with the idea that our giving can bless 3 people—our self, the recipient, and God. “God loves a cheerful giver” (2 Corinthians 9: 7) who enjoys letting go of God’s stuff to help others know God.
7. Give worshipfully. Our giving is a reflexive response to God’s grace. Giving is worship, every bit as much as praying or singing a song.
8. Give proportionately. God looks not only at what we give, but also at what we keep. That’s why the tithe is expressed in the Bible as a percentage of our income. We don’t always give the same amount, but we can always give the proportionate amount.
9. Give quietly. Our giving should never be a righteous act in order to impress people or God. It should never be used to purchase recognition or control. It should always be an act of obedience and praise to God and God alone.

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**PRINCIPLE #6:** Be wise in every area of your stewardship.

Read Ephesians 5: 15-16

Look for someone who can mentor you financially. Don’t be afraid to seek the advice of Christian financial counselors to help with other issues of stewardship such as investing and estate planning. These areas require expertise beyond what can be offered in a simple workshop or seminar due to the immense options and individual desires of each person. We highly recommend that you find someone who is Christian, believing in the same principles of stewardship as the Bible teaches, and who you can build trust in.

# Inner Life

“Stay alert. This is hazardous work I’m assigning you. You’re going to be like sheep running through a wolf pack, so don’t call attention to yourselves. Be as cunning as a snake, inoffensive as a dove.” Paraphrase from The Message, Matthew 10:16

Some people go into ministry thinking it is an easy career; they see leaders on Sunday and Wednesday. We don’t always see the pressures of ministry. If we don’t learn how to handle ministry and the work early, we will start strong and finish poorly.

There are six myths when it comes to ministry:

- Myth #1: We are individually responsible for saving the whole world.
- Myth #2: Time is running out; too little of it is left.
- Myth #3: A ministry leader needs to be available for all emergencies.
- Myth #4: Rest, recreation, and leisure are second-class uses of time.
- Myth #5: It is glamorous – even heroic – to burn-out, breakdown, and even relationally blow up if you can prove that your friend, spouse, or congregation left you because you were faithfully discharging your call.
- Myth #6: The family of the Christian leader automatically surrenders its right to spiritual and familial leadership from the father or mother.

- David Wheeler, Christ in Youth Convention, Joplin, MO

The following pages will contain information, along with scripture, to help ministry leaders balance their personal, family, ministry, and spiritual lives, rekindle their love for ministry, and remain spiritually alive. The main idea of this session is for us to have an awareness that ministry neither guarantees spirituality, nor even necessarily encourages it.

The four areas that impact the inner life of a ministry leader are:

1. Personal Life
2. Family Life
3. Ministry Life
4. Spiritual Life

## 1. Personal Life

### A. How Jesus Directed His Personal Life

1. Jesus had balance in His personal life. (Luke 2:52)
2. Jesus spent time with His Father. (Mark 1:35, Luke 5:16)
3. Jesus allowed others into His inner life. (Matthew 26:38 )

4. Jesus knew how to say “no” to human requests, friends who asked favors, common sense, law and order, and citizens’ requests. (Matthew 8:21-22, Matthew 20:20-23, & Luke 9:12-17)

## B. Steps to a More Fulfilling Personal Life

1. Plan a day off.
2. Plan a spiritual retreat.
3. Plan for accountability.
4. Plan for the long haul (ministry must be long-term to be most effective).
5. Plan for downtime.
6. Plan to forgive.
7. Plan to learn (learners are readers).

Just as water left without circulation becomes stagnant, so a leader without a personal growth plan becomes stale.

Guard your heart, for it affects everything you do. Proverbs 4:23 (NLT)

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## 2. Family Life

### A. Setting Priorities

1. God
2. Family
3. Ministry / church
  - The family calendar needs to come before the church calendar.
  - Keep your house a home.
  - Where your time is spent, is where your priorities are.

### B. The Priority of Your Spouse / Marriage and Steps to Avoid a Broken or Unhappy Marriage

1. Schedule weekly dates with your spouse.
2. Schedule an annual marriage retreat.
3. Ask the following questions of each other:
  - a. How are we doing as husband and wife?
  - b. How are we doing as parents?
  - c. How are we doing in ministry?
  - d. Where are we going from here?

### C. The Priority of Your Children

1. Leave your work at work.
2. Date your children.
3. Schedule family nights.

4. Create some kind of family devotions.
    - You cannot program quality. If you want quality time, you must give quantity time.
    - Prevent the hurried child. (And don't take your children on all youth trips.)
    - Take family vacations.
    - Give your children your full attention when they speak.
- D. The Priority of Protecting Your Family, Ministry, and Reputation
1. Establish a code of ethics.
    - A. Don't spend time alone with the opposite sex.
    - B. Don't take the opposite sex home alone.
    - C. Don't counsel the opposite sex in total privacy. Make sure someone else is nearby and leave the door open.
    - D. Be careful how much personal information you share with the opposite sex.
    - E. Watch if someone is coming too close.
    - F. Examine carefully what you are putting in your mind.
    - G. Don't bad mouth other people in the church (staff / pastors) or ministry.
    - H. No spouse jokes.
    - I. Watch your motivation.
    - J. Decide on how many nights a week you will be home.
    - K. Build on character and integrity.

The hardest place to live out your faith is in your own home. If you live it there, you can live it anywhere.

Church officials must be in control of their own families and they must see that their children are obedient and always respectful. If they don't know how to control their own families, how can they look after God's people? I Timothy 3:4-5 (CEV)

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3. Ministry Life
  - A. Time Management – Use Your Time Wisely in Ministry (time is the new currency of our lives)
    1. Understand when you say “Yes”, you say “No” to something else.
    2. Good is the enemy of best.
    3. Work the hour and a half principle (one hour of 1-on-1 with a student, 15 minutes of phone calls, and 15 minutes of notes or emails).
  - B. Keys to Effective Ministry Life
    1. Delegation is a key. No lone rangers.
    2. Every community is made up of different kinds of individuals, so we need different kinds of leaders ministering to them.
    3. Mentoring is a key.

- C. Focus: Focus on What Every Community Member Needs to Know
1. They are loved unconditionally.
  2. They are valued.
  3. They are not alone.

For the kingdom of God is not a matter of talk, but of power. I Corinthians 4:20

So whether you eat or drink or whatever you do, do it all for the glory of God. I Corinthians 10:31

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#### 4. Spiritual Life

##### A. Highlighting our Resources and Spiritual Disciplines

- Burnout is a spiritual problem – doing ministry in our own strength rather than God’s grace causes us to become emotional wrecks instead of spiritual warriors.

##### B. A Day in the Life of Jesus (Matthew 14)

1. He withdrew from the crowds (early morning).
2. He had compassion for the crowds (all day).
3. He taught the disciples (all day).
4. He spent time alone (early evening until early morning the next day).
5. He taught the disciples again (very early morning).
6. He had compassion on the crowds again (early morning).

##### C. Problems in Developing Spiritual Disciplines.

1. Lack of time (we have 60 minutes in an hour, 168 hours in a week, and 52 weeks in a year).
2. Using preparation time for spiritual growth and development.

##### D. Spiritual Disciplines

1. Prayer – Spend time in prayer connecting with God
2. Create a prayer plan (the 4 “F” words).
  - Find a place.
  - Fight prayer hindrances.
  - Feed on God’s Word.
  - Follow a prayer plan (12 steps – spend five minutes in each area).
    - Praise
    - Wait
    - Confess



- Read the Word
- Pray the Word
- Pray for others
- Pray for me
- Meditate
- Listen
- Give thanks
- Sing
- Praise

E. Keep a Prayer Journal

1. List specific prayer requests and highlight when they are answered.
2. Write out prayers to God.

F. Deviate From the Plan (do not get so tied to the plan that it becomes the focus instead of God)

1. Pray in a different place.
2. Pray at different times.
3. Pray in a different position.

G. Bible Study

1. We must stay in the Word.
2. We are continual learners.
3. God has something new to reveal to us each time we read His Word.

H. Fasting (this gives us extra focus and clarity)

1. He provides everything we need as we give Him what He desires – our attention.
2. The right principle for fasting is overflow vs. overwork.

I. Worship – Live a life for an audience of one (Matthew 6:33)

J. Obedience – Live a life of obedience (John 14:30-31)

I am the vine; you are the branches. If a man remains in me and I in him, he will bear much fruit; apart from me you can do nothing. John 15:5

Cast all your anxiety on him because he cares for you. I Peter 5:7

There was a survey of people who were 95 years old and older asking if they had life to do all over again, what would they do differently. The top three answers were 1) Do more that will outlive you, 2) Take more risks, and 3) Reflect more.

To live a ministry life that is truly life is to be very intentional in all four of these areas. To focus on the internal and not just the external is much like the example of flying on an airplane when the oxygen masks drop down – we need to put them on ourselves first and then help the others around us.

Taking care of your inner life in order to be able to be a successful leader in ministry is a challenge. Always remember – life is not a dress rehearsal; this is it!

# Goals

The saying goes, “Aim at nothing and you’re guaranteed to hit it.” Many leaders have no idea what they are trying to get done personally or professionally. They simply have a position or role that is limited in its effectiveness because they don’t have clear, identifiable goals. A good goal is measurable and attainable; there have also been studies that show you are more likely to achieve a goal if it is written down.

To begin the class, each intern should share about a time when a goal was set and actually accomplished. Each intern should share about how it felt when the goal was completed, including the outcomes that resulted from the goal’s completion, as well as any understandings that the intern gained in the process.

Interns will then share a dream that they wish to accomplish someday. Each intern will share why they want that and what they expect it will be like when they achieve that dream. After some discussion, each intern will fill out the “My Goals” page over the next few days and then arrange to meet with his/her coach personally and review the goals. Interns should set goals for 3 months, 6 months, 9 months and 1 year. Interns should also identify goals for 3 years and 5 years, though these will be more general.

It will be important when you review the goals to set up some specific objectives in order to accomplish each goal. For example: if you want to lose weight, you will need a plan for exercise and healthy eating and it would be necessary then to identify those specific objectives (e.g. exercise at least 4 times per week, or limit sugar intake to no more than 25 grams per day).

Here are some ideas for the goal areas. Feel free to add or subtract from these at your discretion.

- Physical Goal – weight loss
  - Objectives: develop a diet/workout plan, sign up for a competition/race, etc.
- Financial Goal – Develop financial stewardship
  - Objectives: meet with a financial advisor, create a plan to pay off debt, etc.
- Mental Goal – Learn more about “\_\_\_\_\_”
  - Objectives: read a book, take a class, etc.
- Spiritual Goal – Develop a specific spiritual discipline
  - Objectives: create a bible reading plan, develop a prayer strategy, journaling, etc.
- Family Goal – Prioritize my spouse/family
  - Objectives: manage time commitments, plan a marriage retreat with spouse, etc.
- Ministry Goal – Develop teaching skills

- Objectives: attend a leadership conference, meet with a mentor, etc.
- Personal Goal – Take more time for myself
  - Objectives: plan a vacation, get involved with a hobby, join an accountability group, etc.

# My Goals

## 3 Month Goals

Physical Goal:	
Objectives:	•
	•
Financial Goal:	
Objectives:	•
	•
Mental Goal:	
Objectives:	•
	•
Spiritual Goal:	
Objectives:	•
	•
Family Goal:	
Objectives:	•
	•
Ministry Goal:	
Objectives:	•
	•
Personal Goal:	

Objectives:	•
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6 Month Goals

Physical Goal:	
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Objectives:	•
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Financial Goal:	
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Objectives:	•
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Mental Goal:	
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Objectives:	•
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Spiritual Goal:	
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Objectives:	•
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Family Goal:	
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Objectives:	•
	•

Ministry Goal:	
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Objectives:	•
	•

Personal Goal:	
Objectives:	•
	•

### 9 Month Goals

Physical Goal:	
Objectives:	•
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Financial Goal:	
Objectives:	•
	•
Mental Goal:	
Objectives:	•
	•
Spiritual Goal:	
Objectives:	•
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Family Goal:	
Objectives:	•
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Ministry Goal:	

Objectives:	•
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Personal Goal:	
Objectives:	•
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1 Year Goals

Physical Goal:	
Objectives:	•
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Financial Goal:	
Objectives:	•
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Mental Goal:	
Objectives:	•
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Spiritual Goal:	
Objectives:	•
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Family Goal:	



Objectives:	•
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Ministry Goal:	
Objectives:	•
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Personal Goal:	
Objectives:	•
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### 3 Year Goals

Physical Goal:	
Objectives:	•
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Financial Goal:	
Objectives:	•
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Mental Goal:	
Objectives:	•
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Spiritual Goal:	
Objectives:	•

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Family Goal:	
Objectives:	•
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Ministry Goal:	
Objectives:	•
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Personal Goal:	
Objectives:	•
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### 5 Year Goals

Physical Goal:	
Objectives:	•
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Financial Goal:	
Objectives:	•
	•
Mental Goal:	
Objectives:	•
	•

Spiritual Goal:	
Objectives:	•
	•
Family Goal:	
Objectives:	•
	•
Ministry Goal:	
Objectives:	•
	•
Personal Goal:	
Objectives:	•
	•

# Personality Tests

There are a number of great personality tests on the market. Usually these tests consist of asking a series of questions and from the responses creating a profile of the person taking the test. This profile usually explains the designated personality type as well as how a person with that type of personality is likely to react in different situations. Personality tests are especially effective in team settings because they provide insight into how team members interact, where natural strengths are, and point out areas of potential growth.

After taking a personality test, it is especially important to debrief the results of the test. You may find out about strengths you were not aware of and this is a great time to find opportunities to use those strengths. These tests may also point out areas of potential growth. Either way, the discussion time after the test is as important, if not more, than the test itself.

Here are some possible discussion starters:

1. What do your results say about your personality that you already knew?
2. What came as a surprise to you?
3. What parts do you question/disagree with?
4. Where do you feel you are currently using some of your strengths? Which strengths? How are you using them?
5. Tell me a story about how an identified area of improvement has played out in your life.
6. According to the strengths the test identified, what are some new responsibilities you could take on that would accentuate your strengths? Determine at least one, and discuss how you will put this into action this internship.
7. What are some ways you can work on those areas of improvement that the test identified? Choose one area of improvement and discuss how you will work on that this week, month, summer etc. Who can you ask to keep you accountable in this area?

Here are some common personality tests. Some have fees associated with them and some are free. You can find several on the internet along with resources to go along with the results of the test.

Myers-Briggs:

The Myers-Briggs Type Indicator (MBTI) assessment is a psychometric questionnaire designed to measure psychological preferences in how people perceive the world and make decisions. These preferences were taken from the typological theories originated by Carl Jung, as published in his 1921 book *Psychological Types* (English edition, 1923). The original developers of the personality inventory were Katharine Cook Briggs

and her daughter, Isabel Briggs Myers. MBTI is considered to be one of the more reliable personality tests due to the fact that 75-90% of adults who take the test see the same results for 3-4 preferences when the test is administered by the same person more than once (Wikipedia). MBTI measures Attitudes; Extraversion (E) or Introversion (I), Perception; Sensing (S) or iNtuition (N), Judging; Thinking (T) or Feeling (F) and Lifestyle; Judgment (J) or Perception (P). The test also includes an assessment of each of the possible 16 personality types (ESTJ, INFP etc...) as well as how each personality type interacts with different personality types.

Full Test (with assessment) is available at:

<https://www.mbticomplete.com/content/learnmore.aspx> \$49.95

Free (abbreviated versions)

<http://www.humanmetrics.com/cgi-win/JTypes2.asp>

<http://www.kisa.ca/personality/>

[http://www.personalvaluation.com/infj\\_personality.shtml](http://www.personalvaluation.com/infj_personality.shtml) (explanations of personality types)

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DiSC:

DiSC is a personal assessment tool used to improve work productivity, teamwork and communication. DiSC personality behavioral profiles are research based and designed to help you understand behavioral styles and personality types through our online DiSC questionnaire format. The DiSC model, developed by William Moulton Marston and influenced by Carl Jung, assesses four primary behavioral styles (Dominance, Influence, Steadiness and Conscientious-ness), each with a distinct and predictable pattern of observable behavior. The DiSC assessment can be found at <https://www.discprofile.com/>.

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StrengthsFinder 2.0:

StrengthsFinder 2.0, written by Tom Rath, is based off of 40 years of research conducted by Donald O. Clifton, Ph.D. and scientists at Gallup. StrengthsFinder 2.0 is a book and personality test designed to teach people to learn to play to their strengths rather than spending so much time and energy focusing on weaknesses and trying to repair those flaws. Clifton believed that while we spend time trying to work on our weaknesses, our strengths become neglected and our full potential is not reached. StrengthsFinder 2.0 is a book that goes along with an internet based personality test used to measure either 5 or up to 34 dominant 'themes' with thousands of possible combinations, and reveals how they can best be translated into personal and career success. <https://www.gallupstrengthscenter.com/>

Other common personality tests:

Revised NEO Personality Inventory, EQSQ Test, Four Temperaments, Enneagram

# Spiritual Gifts

The Holy Spirit has gifted every one with spiritual gifts. The body of Christ is designed to function with all believers using their individual gifts to contribute to the body as a whole. The Ultimate Adventure: Discover Your Gifts provides 3 sessions designed to help you find your spiritual gifts as well as the place God has for them. Below you will find an abbreviated version of The Ultimate Adventure.

Read 1 Corinthians 12:4-7

-How would you define a spiritual gift?

Read Romans 12:3-8

-How is the church like the human body?

-What are the 7 gifts listed in this scripture?

Read 1 Corinthians 12:4-11

-Who gives gifts to believers?

-Why are these gifts given?

-What are the 9 gifts listed in this scripture?

Read 1 Corinthians 12:27-31

-Do we each possess the same gifts?

-What are the 9 gifts listed in this passage?

Read Ephesians 4:11-13

-Why are people given gifts?

-What is the ultimate goal within the body of Christ?

-What are the gifts highlighted in this scripture?

Go through your list of gifts and cross off any duplicates on your list ...you should have 20 remaining.

Fill out the Spiritual Gifts Test; "Discovering My Gifts." When you are finished with the test fill out the key chart to determine your working gifts, waiting gifts and responsibilities.

When you are finished filling out the test discuss the following questions:

1. Which gifts are your "working gifts"?
2. Which gifts are your "waiting gifts"?
3. How do you see yourself using your working gifts currently?
4. What roles/responsibilities could you take on to use those working gifts more?

5. Who do you know who exhibits this/these gifts well? How could you go about connecting with that person?

# Self Care

## Taking Care of the Body

Read 1 Corinthians 3:16 and 1 Corinthians 6:19-20. Discuss the Christian's role as a steward of his or her body.

In his book, *Discipleship Training*, Dr. Charles Lake lists several things he believes to be practical disciplines. These include rest, physical exercise, and eating habits. These are three areas for you to focus on in this discussion.

1. Rest- In Exodus 20, God commands his people to keep the Sabbath day, a day for rest. In Jesus' day, the Sabbath had been exploited and transformed into a day characterized by judgment and rigid rule keeping. When Jesus was accused of breaking the Sabbath, he told his accusers, "The Sabbath was made for man, not man for the Sabbath (Mark 2:27).
  - It is important to carve time for rest into your schedule. Have your intern schedule a time this week (for at least an hour), where they rest. They can take a nap, read for fun, or simply go for a walk outside. The point is to create the habit of rest.
  - Discussion: When was the last time you set aside time to rest?
  
2. Physical Exercise- Exercise is vital to our health. The best approach to integrating physical exercise into your life is to find something you enjoy. For those who enjoy sports, find a group of people to play recreationally. Try a variety of options and match your exercise with what you enjoy doing.
  - As a minister, this often takes a backseat to the pressures of ministry. It is important to set a boundary and establish this as personal time. Exercise can help relieve stress and create emotional positivity.
  - Discussion: How can physical fitness affect our spiritual and emotional health?
  
2. Eating Habits- Dieting often comes with negative stereotypes. There are many who use severe diets to try and lose weight fast. Others might cut entire food groups in order to lose weight. This is not what Paul meant when he called our bodies temples (1 Corinthians 6:19-20). But neither is living on a diet of pizza and caffeine. Instead, it is important to fuel our bodies with a variety of fruits and vegetables, lean proteins, and healthy grains.
  - a. Read Daniel 1. We are responsible for the food we put into our bodies. It's important to make sure that we are getting proper nutrition.



- b. This does not mean that we can't occasionally indulge. Moderation is key and the important thing is for your body to get the nutrition that it needs.
- c. Consider trying the Daniel Fast together: for more information, see <http://daniel-fast.com/>
- d. Keep a log of the food you eat in a week and make notes about how you feel. See how eating certain foods can leave you feeling lethargic or others that leave you feeling energized.

## Self Care

### Taking Care of the Mind and Spirit

Ministry can be exhausting emotionally, mentally, and physically! It is so important to implement self-care strategies into our lives to make sure that we remain healthy and fulfilled amidst the many ways in which we are being pulled. If you are constantly pouring out, it is important that you are engaging in activities and relationships that are pouring back into you. This does not always have to be spiritually related. There are multiple aspects of ourselves: our physical self, our emotional/mental self, and our spiritual self. Each of these areas need to be nurtured if we are to be effective disciples for Christ.

Self-care looks different for each of us. In this lesson we are going to take some time to evaluate our current self-care strategies, and identify some areas that could use some growth. Take the next 15 minutes to fill out your Self-Care Assessment and then we will come back together to discuss your results!

What are your top two self-care areas?

1.

2.

What are some of the activities you currently engage in that fulfill you in these two areas?

1.

2.

Are there any similarities among us? Any differences?

What are your lowest scores?

1.

2.

Are there any similarities among us? Any differences?

Why do you think these specific areas are the lowest scoring self-care areas for you?

Are there any self-care activities that you want to do but haven't? Why?

### Action Planning

Next you will complete the Action Planning worksheet. For this activity, ask yourself: "What are the areas in which I need to develop better self-care strategies?" Write down your current strategies for each aspect and then identify a vision for how you would cultivate new self-care activities into your daily life. Even for the areas in which you scored high, maybe you learned some new ideas from the other interns, or maybe you have come up with ways you can engage in self-care activities together. Write all of those things down on your Action Planning worksheet.

## Self-Care Tree

Once you have completed your Action Planning worksheet, identify five self-care activities that you would like to develop over the course of your internship experience. Add these five things to your Self-Care Tree. These will be posted in your office and will serve as a reminder to you of the new self-care habits you will be cultivating throughout your internship.

## Conclusion

If we want to be effective ministry leaders, we must lead by example. Part of this is demonstrating to those that we guide and teach that healthy individuals engage in activities that pour into them, even as they pour out for others. You may find that some of the things you do to unwind, you do naturally and never considered as self-care! You may find that some of the things that you are currently doing for self-care are not working and may actually be counterproductive, such as scrolling through social media before bedtime. Research actually shows that use of electronics before bed is positively associated with insomnia and other sleep complications (Fossum et al., 2014). You may also find that there are areas in your life that are being neglected and you haven't yet been able to put your finger on it. This lesson is aimed to help you examine every area of your life and look for ways to help you grow in your self-care and self-love of the beautiful gifts that God gave you: your body, your mind, and your spirit. The important thing is to make sure that you maintain a healthy balance in your life and that you are recharging the multiple aspects of yourself on a regular basis. Try adding some new things to your Self-Care Tree to make self-care fun and exciting!

(Source: Fossum, I. N., Nordnes, L. T., Storemark, S. S., Bjorvatn, B., & Pallesen, S. (2014). The association between use of electronic media in bed before going to sleep and insomnia symptoms, daytime sleepiness, morningness, and chronotype. *Behavioral sleep medicine*, 12(5), 343-357.)

### Personal Self-Care Assessment

© 2001, David Irvine, M.S.W.

The purpose of this simple self-care assessment is to help you identify your current self-care system in five areas. It is meant to help you see any disparity between where you are and where you want to be in relation to self-care. Sometimes in our life, our self-care system is in better shape than at other times. Often we need to get lost in the forest in order to find a new path. Here are some clues to help you get the most from this self-assessment:

- Being honest with yourself is not easy, but in order to make changes in life, you need to have a clear inventory of where you are today. In some respects, this inventory will test how rigorously honest you are with yourself. We all lie to ourselves in one way or another, as a way to survive in the world. The more rigorously self-honest you are in answering these questions, the more you will gain from the experience of taking this test. You don't need to "look good" or impress anybody. This assessment is meant to help you see areas in which you could benefit from increased self-care practices.
- You may find yourself in conflict or getting anxious as you answer the questions. Respect the anxiety, and know there are no "right" answers or perfect scores. Hopefully the anxiety will inspire you to put yourself in the driver's seat of change.
- Many people say they would answer many of the questions differently, depending on whether it is in relation to their work or in their personal life. If you feel there would be a big difference, you may want to take the test twice – once in the context of your work and once in the context of your personal life.
- As you take this assessment, you may see many areas in your current self-care system that could use a change. Rather than overhauling too much right now, focus on one or two areas that could use work in the next six to twelve months. Remember, it is better to be successful at one small change, than fail at trying to overhaul too many things!

- Under each of the five areas, there are a few tips/practical strategies. These are suggestions only, to get you started on some new habits.

### Physical Health

This area examines the physical aspect of your life – how you are nurturing your body and taking care of your health.

1: Almost never

In between would be 2-4

5: Almost always

- |           |   |
|-----------|---|
| 1 2 3 4 5 | 1) I get a restful seven to eight hours of sleep at least four nights a week.   |
| 1 2 3 4 5 | 2) I am involved in enjoyable exercise at least 3 times a week, for a duration of 20+ minutes (with elements of flexibility, aerobics, and strength). |
| 1 2 3 4 5 | 3) I am a non-smoker.   |
| 1 2 3 4 5 | 4) I abstain from alcoholic beverages.  |
| 1 2 3 4 5 | 5) I am in good health (e.g. including eyesight, hearing, teeth).   |
| 1 2 3 4 5 | 6) I appreciate my body. My body is the weight that is right for me.  |
| 1 2 3 4 5 | 7) I stay away from caffeinated beverages (including coffee, tea, cola drinks).   |
| 1 2 3 4 5 | 8) I eat a balanced diet, low in refined carbohydrates, processed food.   |
| 1 2 3 4 5 | 9) I sit down to my meals, eat slowly, and take time to enjoy them.   |
| 1 2 3 4 5 | 10) I have ample energy to accomplish what needs to be done in a day.   |
| 1 2 3 4 5 | 11) I would describe myself as being in good health (e.g. no chronic conditions, headaches, lingering colds, the flu, etc.).                          |
| 1 2 3 4 5 | 12) I drink at least 3 liters of water a day.   |
| 1 2 3 4 5 | 13) I get regular medical examinations with a healthcare professional that I trust.   |
| 1 2 3 4 5 | 14) My blood pressure is good.  |
| 1 2 3 4 5 | 15) I protect my skin from lengthy exposure to the sun.   |

=====

Total: \_\_\_\_\_

If you scored under 40, there is reason for concern. Here are ideas to increase physical self-care:

- Join a gym.
- Find a person who will support you to start a habit of taking better care of yourself through better nutrition, regular exercise, or just getting more rest and quiet time in a day.

- Sign up for relaxation, Yoga, or Tai Chi class.
- Take time to go for a walk outside on your lunch hour for some fresh air and exercise.
- Take time to reflect on what is blocking you from taking better care of your body.

### Mental and Emotional Well-Being

This area examines how your mind and emotions are supporting your self-care system, and some of the choices you are making for having a strong mental attitude and spirit in your life and work.

1: Almost never

In between would be 2-4

5: Almost always

- 1 2 3 4 5    16) I get strength from my religious/spiritual beliefs, where I find peace with myself in the midst of chaos.
- 1 2 3 4 5    17) I am optimistic about my life and my future.
- 1 2 3 4 5    18) I take time to experience the losses in my life and find ways to express my grief.
- 1 2 3 4 5    19) Joy and gratitude come easily to me.
- 1 2 3 4 5    20) It is easy for me to laugh at a joke about myself.
- 1 2 3 4 5    21) I am free of worry about people, places, and things.
- 1 2 3 4 5    22) I am accepting of others.
- 1 2 3 4 5    23) I don't have much interest in tearing down people or criticizing others.
- 1 2 3 4 5    24) I make room in my heart for my own suffering and the suffering of others.
- 1 2 3 4 5    25) I have an easy time leaving work at work, and home at home.
- 1 2 3 4 5    26) I am a flexible person. I use my own judgment in decision making, even though I respect the policies that govern my organization.
- 1 2 3 4 5    27) I deal with anger in my life in constructive ways (e.g. I don't hurt others or myself with anger, and have a way to let go of resentments.)
- 1 2 3 4 5    28) I do something soothing for myself on a regular basis.
- 1 2 3 4 5    29) I experience beauty in my life.
- 1 2 3 4 5    30) I deal with feelings of inadequacy, fear, pain, and anxiety, without turning to substances

such as nicotine, alcohol, drugs, food, TV, or shopping for comfort and relief.

=====

Total: \_\_\_\_\_

If you scored under 40, there is reason for concern. Here are some ideas for mental and emotional self-care:

- Sign up for a meditation class.
- Go for some therapy.
- Find a mentor whom you respect, and be open to learning.
- Take time to clean up an area of your life to make room for something new (e.g. let go of an old relationship that no longer supports you, clean out the basement and have a garage sale, get rid of old books that you no longer need, etc.).

#### Managing Priorities and Personal Power

This area deals with how you manage your time and take assertive action. It is about an inner sense of self-worth, an ability to let go of that which you cannot change, and put energy on those areas that you can influence. It is about knowing what is important and having the courage to put first things first.

1: Almost never

In between would be 2-4

5: Almost always

- 1 2 3 4 5 31) I am able to organize my time effectively.
- 1 2 3 4 5 32) I take regular time for satisfying leisure activities away from work/school.
- 1 2 3 4 5 33) I take time for self-care in the midst of demands and expectations of others.
- 1 2 3 4 5 34) I have control over situations at work/school.
- 1 2 3 4 5 35) I take quiet time for myself during the day.
- 1 2 3 4 5 36) I work the amount of hours that are right for me.
- 1 2 3 4 5 37) I am satisfied with the way I handle demands/stress in my life.
- 1 2 3 4 5 38) I feel a sense of balance between my home and work life.
- 1 2 3 4 5 39) I can influence the direction of my career and my life.
- 1 2 3 4 5 40) It is easy to make time for routine things like birthday cards and phone calls to the  
important people in my life.
- 1 2 3 4 5 41) I have enough structure in my life to manage my moods. I have daily disciplines/  
rituals that support me.
- 1 2 3 4 5 42) If I am unsatisfied with any aspects of my life (including a non-supportive working  
environment) I take the initiative to change the situation.

1 2 3 4 5 43) I keep up with appointments, meet deadlines, and keep up with the maintenance of personal possessions.

1 2 3 4 5 44) I take time to learn and develop myself, personally and professionally.

1 2 3 4 5 45) I spend money within my means. My finances are in order.

=====

Total: \_\_\_\_\_

If you scored under 40, there is reason for concern. Here are some ideas for self-care:

- Take a time management course
- Ask yourself: "What can I take out of my day today to make room for what is most important?"
- Develop the habit of taking 20 minutes a day for reflection/quiet time.
- Take time to identify your top 5 core values.

### Supportive Relationships

This area examines the quality of supportive relationships in your life at the present time.

1: Almost never

In between would be 2-4

5: Almost always

1 2 3 4 5 46) I give and receive affection regularly.

1 2 3 4 5 47) I have at least one relative within 50 miles on whom I can rely.

1 2 3 4 5 48) I have a network of friends to whom I can – and do - depend on.

1 2 3 4 5 49) I have at least one friend that I confide in about personal matters, and I meet with this person regularly.

1 2 3 4 5 50) I am able to speak openly about my feelings when angry or worried.

1 2 3 4 5 51) I have regular conversations with the people I live with about domestic challenges (e.g. chores, money, daily living issues).

1 2 3 4 5 52) I enjoy and trust the people I work with and feel supported by them.

1 2 3 4 5 53) My input is valued at work.

1 2 3 4 5 54) I have allies in my life, people that support and encourage me to bring more of who I am to what I do.

1 2 3 4 5 55) I feel accepted and loved by my family/friends.



1 2 3 4 5 56) I have a significant companion in my life that supports me.

1 2 3 4 5 57) I spend high quality time with friends/family.

1 2 3 4 5 58) I know that I am important to the people closest to me.

1 2 3 4 5 59) I am honest with the people closest to me.

1 2 3 4 5 60) I know there are people who are there for me.

=====

Total: \_\_\_\_\_

If you scored under 40, there is reason for concern. Here are some ideas to develop supportive relationships:

- Join a club or social group in your community that supports your values. Search for meaningful connections in social activities.
- Pick up the phone, write a letter, make an email connection, or visit a nurturing person you haven't connected with for a while. Make a habit of reaching out when it is easy to isolate.
- Acknowledge and respect the dependent side of yourself. Give yourself permission to be explicit and open about this and begin to ask clearly for what you need from others.

### Meaning

This area speaks to the level of satisfaction and fulfillment you are getting from your life and your work right now.

1: Almost never

In between would be 2-4

5: Almost always

1 2 3 4 5 61) I enjoy getting out of bed most days.

1 2 3 4 5 62) I am so engaged in the activities of my day that I rarely watch the clock most days.

1 2 3 4 5 63) I enjoy being of service to others.

1 2 3 4 5 64) My contribution matters.

1 2 3 4 5 65) I have identified my life calling and destiny.

1 2 3 4 5 66) I have written my own personal mission statement, which gives me clarity and focus  
as to the purpose of my life and work.

1 2 3 4 5 67) My contribution is aligned with my life's calling and destiny.

1 2 3 4 5 68) My life is creative.

1 2 3 4 5 69) I experience awe and wonder in my life.

1 2 3 4 5 70) If I received an inheritance of \$1 Million, I would still continue doing what I'm doing.

1 2 3 4 5 71) My work is fun.

1 2 3 4 5 72) My contribution to the world is not so much my job description as it is the way I do my work.

1 2 3 4 5 73) I stand up for what I believe in.

1 2 3 4 5 74) My work is an expression of my gifts, passions, and dreams.

1 2 3 4 5 75) My work, no matter how mundane or routine, makes a difference in the world.

=====

Total: \_\_\_\_\_

If you scored under 40, there is reason for concern. Here are some ideas for self-care:

- Create a "sanctuary" for yourself – a physical place where you can retreat from the demands of the world and connect with your inner self.
- Take time to reflect on what your heart is yearning for.
- Find a mentor or book that helps you discover your gifts and unique abilities.
- Open up with a trusted friend about your unfilled dreams.
- Invest time and energy in one social cause that you feel strongly committed to.
- Allow yourself the time to learn to be comfortable with being still, so you can listen to your inner self.

GRAND TOTAL (ADD UP ALL FIVE CATEGORIES): \_\_\_\_\_

As you look at your total score, take some time to reflect on whether the assessment fits for you. Decide on one area that needs attention and, if you were to focus upon it, would bring a deeper sense of wholeness, satisfaction, and fulfillment in your life and/or work.

Take some time to reflect on the meaning of one area being high and another area(s) being low. You may, for example, be "over-focused" on your body, but "under-focused" on showing up for the responsibilities in your life. You may find that your sense of self-worth comes from giving to others, and you don't take enough time to nourish yourself through quiet time, supportive relationships, or consistent, enjoyable exercise. You may find that it is better for you to have a lower overall score, but more balance in each area, than to have a high total score with extremes in each specific area. Ask yourself how you can create more balance in your life, and how you can be more true to the spirit of who you are.

Scores can range from 0 to 375

285+ This score indicates personal well-being and serenity at this stage in your life. You have a good self-care system in place. You may identify an area that needs some "fine tuning," but take time to appreciate your current lifestyle, choices, and habits in the area of self-care. You

may also want to reflect on areas of self-care that need attention but did not get addressed in this inventory.

190-285      You have some areas in your life with a good system of self-care. Some areas also need focus and some new habits. Take a close look at one or two areas that need attention now and work to develop a growth plan.

90-190              This score would indicate that you are struggling and could use some assistance in developing a stronger self-care system. Look seriously at the area(s) in your life that need attention now and work to develop a growth plan.

Below 90      You are experiencing some serious difficulties right now in the area of self-care. Take some time to reflect on whether these difficulties are stemming from a current change in your life, and if so, ask yourself how you can create some structure in your life right now to take better care of yourself in this challenging time in your life. You will probably want to pay serious attention to some immediate action toward self care, in order to rekindle your personal vitality and fulfillment. Appreciate yourself for being so rigorously honest with yourself. This is the first step to growth.

### Action Planning

Take an honest look at yourself in each of these five areas. By looking at your scores and reflecting on the meaning of these scores, do a quick analysis. Where are you and where do you want to be? Look at those areas that are going well, and acknowledge your progress in these areas. Pick an area that you are committed to start working on.

a) Physical Health

Current Reality

Where I want to be

b) Mental and Emotional Well-Being

Current Reality

Where I want to be

c) Managing Priorities and Personal Power

Current Reality

Where I want to be

d) Supportive Relationships  
Current Reality

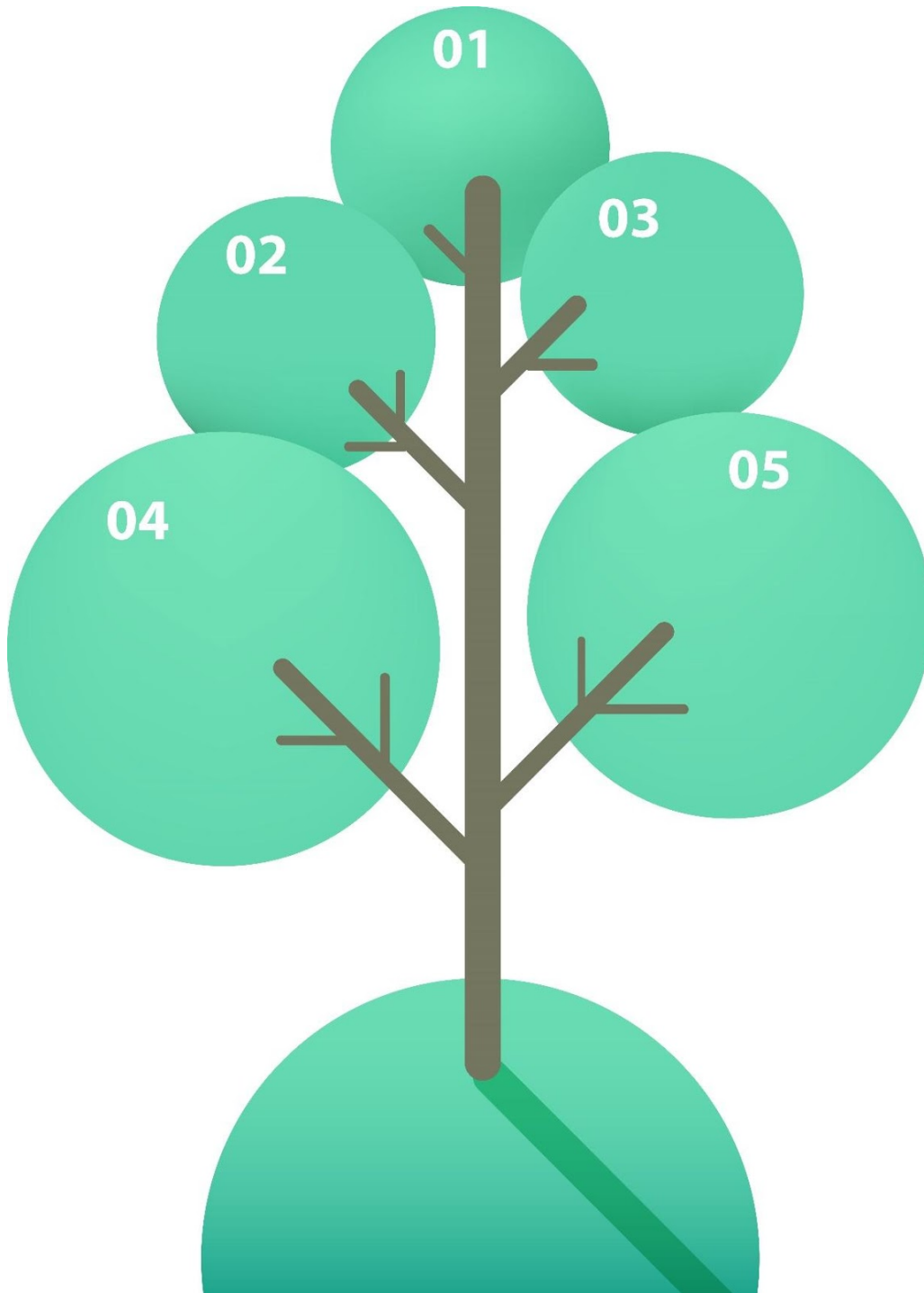
Where I want to be

e) Meaning  
Current Reality \_\_\_\_\_

Where I want to be

### My Self-Care Tree

Identify five self-care activities that you would like to develop over the course of your internship experience. Add these five things to your Self-Care Tree. These will be posted in your office and will serve as a reminder to you of the new self-care habits you will be cultivating throughout your internship.



Core Value

# Leadership

# Effective Communication

There are many different styles of communication. There are also just as many different approaches to communication as there are topics and scriptures to choose from. Even so, there are some elements of speaking that can be learned to become more effective communicators.

Let's begin by brainstorming the qualities of an effective communicator. Below is a list of some of the many items you might come up with. It is not intended to be an exhaustive list, but rather a discussion starter.

Eye Contact	Able to be heard	Clear Focus
Teach the Scripture	Preparation	Prayer
Attention Getter	One clear point	Flow
Effective Illustrations	Voice Inflection	Crisp Close

Significant tools for speaking:

1. Identify the Text, Topic and the one clear objective for teaching
2. Select an Attention Getter
  - A question, an object illustration, or a story
3. Develop the Introduction
  - Scripture Reference
  - State one clear objective (phrase or short sentence)
  - Give overview of body of talk  
(three things to know, two ideas to remember, four ways to accomplish...)
4. Body of Talk (includes re-stating the clear objective and development of key points)
  - State one clear objective again
  - Introduce first point to teach the one clear objective
    - Start by stating clearly your point in one decisive sentence
    - Next, explain your point with clear instructions
    - Give an example (a story, article, video clip, etc.)
    - Finish by restating your point word for word in your one clear decisive sentence
  - Introduce second point to teach the one clear objective
    - Start by stating clearly your point in one decisive sentence
    - Next, explain your point with clear instructions
    - Give an example (a story, article, video clip, etc.)
    - Finish by restating your point word for word in your one clear decisive sentence
5. Conclusion
  - Summary of talk
  - Overview of body, including points
  - State one clear objective again

Other important elements include:

- Eye Contact (head up)
- Use of Voice (loud, clear, slow, inflection, notice if you use filler words such as “um” too often)
- Start clean and finish clean (no extra words)
- Length of any talk can be adjusted in the Points development in the body of the talk
- Preparation and Study
- Crystal Clear Focus (give one talk, not three)
- Object lessons
- Touch the senses (feel, taste, see, smell)
- Cultural Relevance
- Share personal stories (failure vs. success stories)

#### Activity

Take the next ten minutes to prepare a five minute talk utilizing some of the tools we just discussed. After ten minutes, you will deliver your talk and receive feedback about the strengths of your talk and some things that may improve your communication style. Then, you will have the chance to prepare another five minute talk, and we will repeat the same process. If there are other interns with you, you will have the opportunity to hear their talks and provide feedback, which will help you learn as well.

Your IA Coach will schedule a time for you to speak in front of the whole church, to the student or kids’ ministry, or another ministry group to provide you with ongoing opportunities to develop your communication skills.





# Creating a Ministry Budget

Budget #1  
Church Budget -  
Specific Ministry Budget –  
# of Members –

Budget #2  
Church Budget -  
Specific Ministry Budget -  
# of Members -

<u>Ministry</u>	<u>Budget #1</u>	<u>Budget #2</u>
Coaches		
Leaders		
Convention Counselors		
Camp Counselors		
Worship		
Program		
Coke Dates		
Scholarships		
Gifts		
Resources/Training		
Ministry Teams		
Transportation		
Outreach		
Other		

# Ministry Money Management

Important financial lessons for a young person in ministry to learn include setting and managing a budget, handling ministry funds, and having integrity and accountability within it all.

Managing money within ministries has always been incredibly important. It has communicated competence, integrity, morality, and leadership to others when it is handled correctly. It has communicated just the opposite when it isn't handled correctly. Many ministries and their leaders have found themselves in a mess because they failed to understand these principles or failed to implement processes that would attain financial integrity.

## Discussion

We will review some ministry budgets and income/expense reports and spend some time discussing the following:

- The organization's current financial situation
- How the current financial situation affects the ministry that the intern is serving
- An overview of the last few years of fluctuations in the ministry's budgets and incomes
- How the process for ministry expenses works (approval, reimbursement, category breakdown)
- How the organization's finances and finance board operates
- A breakdown of the IA Coach's ministry budget, the elements designated within it (leadership, programming, outreach, etc.) and why those elements were specifically chosen

## Assignment

Using the budget worksheet provided to you by your IA Coach, create your own budget. Your IA Coach will provide you with a random number for your overall organization's budget and your specific ministry budget. You will also be provided with the number of people who are part of your specific ministry or program. You must strategically plan out your budget with those numbers in mind. After you have completed your budget, you will review it with your IA Coach and other interns.

## Principles for Ministry Money Management

- Create checks and balances when handling money for trips, events, etc.
- Keep detailed records
- Save all receipts
- Never spend more than your budget
- Budget for expenses on the high side, budget for income on the low side

# Recruiting and Equipping Volunteer Leaders

One of the greatest challenges in ministry is finding the right people to serve alongside you. Recruiting and finding volunteers is a challenge that we all face. It is a challenge that takes relationship, patience, wisdom, and most of all a clear vision of where the ministry is headed. It is also a challenge that comes with heartache, disappointment, and feelings that can leave you bitter. This class aims to help you prepare for the amazing privilege of shepherding and guiding leaders. But, most of all, this class exists so that we can be contributors to the gospel by living out the great commission of making disciples that serve God with their whole lives!

First, as leaders, if we want to create a culture of people that serve in our ministries, we must change the idea of what people view as volunteering. They are not just volunteers, they are SO MUCH MORE!! For years Christian organizations have wondered why “volunteers” seem flaky and uninvested. Perhaps it is because that is exactly what our culture says “volunteering” is.

In our culture today, volunteering for something communicates helping out, filling in, assisting, or providing support for someone or something. The problem with this thought process is it comes with the lack of investment and understanding of the importance of what they do. At the end of the day it also still puts all the responsibility on us as the leader. Likely these “volunteers” will see us as the one responsible and possibly even the only one capable of doing the “real ministry.” This will leave us as ministry leaders exhausted, burned out, and limited in what our leadership capacity could be.

Try to think of your volunteers as investors instead. Investors have a stake in the company, the success of the organization they are pouring their effort into matters to them as well. The title of “volunteer” is not the issue, the reality is that in order for someone to be an “investor” in our ministry they may first need to see the necessity to invest! We must always help the people that serve in our ministries understand that they are vital not only to us, but to the Kingdom of God as well! We must be willing to invest deeply in the people who are investing in us, the ministry, and the vision set in place.

We must also understand the spiritual implications that this means for the people we are recruiting. We are providing them the opportunity to serve, the opportunity to do Kingdom work! Because of this, we must find roles that our volunteers can become passionate about and will love doing. This will greatly increase the ability for longevity and long-term Kingdom work. This will take a relationship, and it will also take us thinking about the individual volunteer’s passions, not just their skills. As much as these volunteers are helping us in a great capacity we must not minimize our own capacity at which we help the volunteer.

Here are some helpful things to remember to effectively recruit and manage volunteers:

1. Vision Casting: Volunteers must understand the vision of what our ministries do and why they exist. (Typically, this is the first step in building an invested volunteer)
  
1. Relationally Investing: Volunteers must feel cared for because of who they are, not just what they have to offer. (If volunteers feel cared for they will feel motivated)
  
2. Volunteer's Investment in Christ: Volunteers on the path of becoming more of a disciple of Christ need guidance and support. Challenge them. Ask hard questions out of love and support. (Volunteers need to be disciplined and poured into as they pour out.)
  
3. Volunteer's Investment in Vision: Volunteers who show they are "bought in" should be placed in roles that stretch them and place trust in them to help extend the vision beyond what it already is. (Volunteers need someone who believes in them enough to trust them with a task.)
  
4. Appreciation for Volunteer: Volunteers need a cheerleader! They want and need someone that sees their hard work. Praise your volunteers and it will create longevity and freshness for them. (Volunteers need to hear from us that they matter and that they are important)
  
5. Increasing role for Volunteer: Volunteers eventually need to be an extension of you. Allow the volunteer to start the disciple-making process in others. (Volunteers now take on a larger leadership role in your ministry)

#### A Few Things To Consider:

1. Start your volunteer in a role they can thrive in!
2. Make sure the volunteer knows the time/resources that you are asking of them before asking them to commit.
3. Have an entry trial time for the volunteer. This provides a chance to observe and evaluate for both sides.
4. Make sure there are no conflicts of interest for anyone involved with your volunteer.
5. Make sure a background check is completed before the volunteer joins your team.
6. Set times with your volunteers (at least once a month) to check up on them.
7. Make sure others on your staff are not already using this volunteer at max capacity.
8. Always look for ways to honor and celebrate your volunteers publicly and privately.

# Re-entry after the Internship Experience

An internship is an unforgettable and life-changing experience. Whether it was a good or bad experience, or whether or not you are fully aware of the change that has taken place within you, the time you have spent during the internship has the potential to create profound ripple effects on the rest of your life. But how do you take what has happened during your internship home with you? How do you go back to everyday life after the whirlwind of summer ministry? Re-entry can be difficult, confusing, even depressing. So here are a few tips for making the re-entry process meaningful so that your internship does not end up being just a time period that gets set-aside and memorialized while “real” life has to be endured:

1. Find someone back home to talk to about your internship, someone who will ask you the following questions and hold you accountable to bringing your experience into your everyday life...
2. Consider the following questions,
  1. How am I different from when I started my internship (in character, beliefs, goals, understanding of ministry, understanding of myself)?
  2. In what ways will I engage in ministry now?
  3. What did I learn that can be applied to my ministry at home right away? What did I learn that will have to wait until later to apply?
  4. What is different about ministry at home in comparison to the ministry I served with during my internship? How can those differences be good?
  5. What will be the hardest about serving in ministry at home now that I have experienced the summer internship?
  6. What do I need to build into my daily routine that will keep my passion alive?
3. Set up a meeting with the leader of a ministry at home. Talk with the leader about your summer experience and ask him/her how they see you best serving with them.
  1. One of the difficult tasks of re-entry after an internship is humbly accepting your role in ministry at home now that you have been exposed to an expanded view of your own leadership and abilities. It is easy to become impatient in your journey and believe that you are ready to run your own ministry now that you have been “trained.” Is this a possible struggle for you? What does it look like to be fully present in the ministry situation you are placed in post-internship?
  2. Though in some ways you may be prepared to lead a ministry, there is still much to be learned. At the same time, maybe there were opportunities or assignments which prior to your internship you were not ready to take on, whereas now you need to “step-up” your commitment. What might those areas be?

4. Find a place to keep your internship resources and memorabilia. Remember when the Israelites would build an altar after a battle that God had brought them through victoriously? Find a way to “build an altar” of remembrance for your summer experience. Take time to remember who you were before the summer and spend some time in prayer and reflection about who you are meant to be from this point on.

# Working on a Team

Effectively working on a team is crucial in ministry. What you will find is that it is challenging, hard, beautiful, and life-giving all at the same time. This class aims to help prepare and equip you with tools that will help you understand the importance of team. Many of us desire to work on effective teams, but as you can probably guess, effectiveness takes a common goal and the knowledge of how to make that goal happen. In this class you will have the opportunity to learn not only about effective teamwork, but also about how you individually can play an important role on your team.

## Self-Awareness

As a leader, knowing your strengths and weaknesses is an incredible gift to you and your team: It is important to understand your needs relationally, to know how you learn and process information, what things are more difficult to you than others, and to know what working environments you best thrive in!

## Know the Vision

People need clarity of the journey and the goal ahead. We must either properly set the vision for the team or we must properly get to know what the vision is that already has been put in place. When leaders are all leading in the same direction using their different gifts, great things happen. More importantly, leaders will thrive and enjoy what they do!

## Reliability

Teams work best when everyone knows that they can count on each other. Reliability breeds trust in a team and relieves stress and worry for others on the team. Everyone can share the weight of the vision and task without having to wonder if the other team members will “pull their weight”. A few things to keep in mind that show reliability:

- Be early for commitments
- Honor commitments you say “yes” to
- Communicate changes in information in advance for people so that they can plan accordingly
- Never forget the power of “no” or asking for help when you just can’t effectively complete a task

## Be in Relationship with One Another

Teams that are in relationship with one another will be able to understand how to work more effectively together. When you know your colleagues on a personal level it changes the working environment. You and your colleagues will find that having relationships with one another will create an environment that has trust, understanding, empathy, care, and support for one another. When you know not only the strengths of yourself but also your teammates, it will allow for incredible growth and innovation. Your team will also be able to gauge the pulse and team chemistry of one another much more effectively and because



of which, be able to better identify when it is best to rest and when it is best to ramp up as a team.

### Let's Talk About This

Activity: Each one of you has already completed the Strength Finder Test. See how well each of you do at matching which top strengths results are your teammates.

Talk about your results:

1. Were you surprised by your individual results?
2. What about your results do you find to be true about yourself?
3. What results, from other people's strengths test, do you find to be true about them?
4. What are the qualities that your team has strengths in?
5. What are the qualities that your team did not have many strengths in?
6. Now knowing your strengths, along with your teammates, what makes your team unique?

This week: Find three people in your life this week that you trust to speak into you as a leader. Ask them to affirm these strengths in you and ask them to help you remember times in your life where those strengths have shined in your leadership.

# Handling Conflict

Conflict is to be expected, even among Christians. Below are some basic steps toward conflict resolution.

- Face the conflict. Speak directly to the person and ask to talk and pray with him/her about the situation. Do this in private and as soon as possible after the conflict occurs.
- Listen. Don't interrupt, and allow the person to express his/her thoughts and opinions. When you speak, ask clear questions and avoid defensiveness.
- Take responsibility. If you are at fault, admit it. Speak the truth about what others might have misunderstood. Ask forgiveness if you have done wrong.
- Agree to disagree. If you cannot come to a solution, try to salvage what you can of the relationship. Pray for resolution and restoration.
- Evaluate. After the conflict is resolved, evaluate any criticisms that have been expressed. Talk with a colleague about the situation and ask for their wisdom and insight. Try not to internalize negative thoughts or feelings that may cause problems down the road.

The following is a sample covenant of Biblical resolution to conflict from Uniquely You Resources based on Matthew 18, which may be adapted and used with organization staffs, boards, committees, etc.

## Covenant —

In obedience to God's Holy Word and commitment to practicing Biblical resolution management, I promise to follow the Principle of Priorities. That is, my priorities are to glorify God, build harmony in the Church, and avoid conflict. I will do as Matthew 18 admonishes—go to an offending brother "first alone."

## First step—

I will not first share the offense with another person. I am committed to restoring the relationship, rather than exposing possible sin. I recognize that most problems with people are personality clashes, and I will try to understand their actions based upon their perspective.

## Second step—

If going to a person "first alone" does not resolve our differences, I promise to seek a neutral and mature individual who will listen to each of our perspectives of the problem. This person will hopefully be able to shed light on one or both of our blind spots or areas of needed growth in order to glorify God. I recognize that the "witness" may reveal or say things I don't like, but I will believe God is using him or her to resolve the conflict, rather than take sides. (The "witness" must be an individual with deep spiritual wisdom and highly respected by all those involved.)

## Warning—

I will not seek to find others who have also been offended, nor share my concerns with potential “witnesses” prior to the meeting with my “offending brother.” The purpose of having a “witness” is not to validate my hurt but rather to open my heart and mind to the possible needs I may have regarding my relationship with others.

I realize my friends may naturally listen to my concerns, but also take up my offense. I will, therefore, not cause them to become a party to a possible division and disharmony because of our friendship. Whenever I feel an urge to share the offense with my friends, I will pray and commune with God about my hurt.

#### Confronting Ministry Leaders—

I believe in the scriptural admonition to not rebuke an Elder (spiritual leader), other than in grave matters of misconduct and open sin (I Timothy 5:19). I will earnestly pray for and follow those God has placed in leadership over me. I will not allow anyone to criticize them without following the principles in Matthew 18 and without the specific person present.

If I have a problem with my ministry leader, I will go “first alone” to them. I will not share my concern with anyone. I will listen and try to understand their perspective of the problem. If I am not satisfied with their explanation and continue to have animosity, I will ask their permission and counsel to find a “witness” who will listen to our conflict.

If the “witness” finds that I have misunderstood the situation and should continue no further, I will trust God to complete His work in my life by casting my burden on the Lord and leaving it there. If the “witness” agrees with my concern and finds the ministry leader wrong and the leader refuses to hear the “witness,” we will then find a group of two or three other “witnesses” who will hear the matter and determine what God is doing through this conflict.

#### Serious Step—

If I continue to find fault with a ministry leader and cannot worship in “spirit and truth,” I will seek to join another ministry rather than cause any conflict and disharmony. I am committed to pleasing God through resolving my conflicts, even if it means separating myself from the source of my irritations.

#### Ultimate Goal—

I commit myself to be spiritual rather than “normal” and supernatural rather than “natural” when it comes to solving my problems with others. I want God’s will and way to resolve my conflicts and will do as the Holy Bible teaches, regardless of my normal and natural feelings. My ultimate goal is to glorify God through bearing much fruit, getting involved in ministry, and avoiding and resolving conflicts.

# Leading in Crisis

This class is about serving people in crisis. There have been many books written on this topic and there is no way to fully prepare you to deal with people in crisis in just one class. Your coach's personal experience is going to be vital here. In this class we will spend time talking about how to effectively serve people in crisis.

The most important things to remember when counseling:

- Listen! Listen! Listen! Even though we are tempted to provide a quick answer to a crisis, there is usually a deeper issue that should be dealt with, so be sure to listen through to the real problem. "Without accurate listening a counselor is rendered totally ineffective. Listening is not so much a technique that the counselor uses or does as it is a required ingredient for all counseling."<sup>1</sup>

Bible verses to ponder and discuss:

- "My dear brothers and sisters, take note of this: Everyone should be quick to listen, slow to speak and slow to become angry." --James 1: 19, TNIV.
- "To answer before listening, that is folly and shame." --Proverbs 18: 13, TNIV.
- "They were using this question as a trap, in order to have a basis for accusing him. But Jesus bent down and started to write on the ground with his finger. When they kept on questioning him, he straightened up and said to them, 'Let any one of you who is without sin be the first to throw a stone at her.'" --John 8: 6-7, TNIV.

Effective counseling communicates, "I hear you and I'm here for you." Yet, listening does not come naturally for most counselors. And there are things that affect what we hear even when we are listening. Peter Buntman and Eleanor Saris present the counselor's "seven veils of listening":<sup>2</sup>

1. Age. People in different age groups tend to hear and react to things differently.
2. Sex. Men and women have been trained by the socialization process to hear and respond differently.
3. Education. A Ph. D. will no doubt hear something differently than a pastor trained in a Christian college.
4. Past experience. The variety of experiences and relative degree of pain and difficulty that a counselor has lived through will impact his or her level of understanding.
5. Perception of future expectations and goals. Counselors have their own tendency to be either optimistic or pessimistic about the future.
6. Personal feelings about the counselee. Counselors are more attentive to likable counselees.
7. Current emotional and physical feelings. Energy level, current conflict, or negative feelings can slant the way we hear and respond to the counselee.

A counselor needs to be aware and recognize these personal factors and adjust to what he or she is hearing. Listening will develop the counselee's trust in the counselor and is key to a counselee's ability to open up and get to the real issue(s). Listening involves 5 areas of expression: eye contact, facial expressions, body posturing, gesturing, and verbal expression. Each of these communicates a message to the counselee and can be a means of opening or closing the opportunity to help the person in crisis.

Spend some time discussing:

- When have you felt most listened to?
- When have you felt like you weren't being heard?

In working with individuals in crisis, there are many "techniques" that can be used to help in the counseling process. We will look at 10 "techniques" that will be listed in alphabetical order. Each one can be useful and the counselor must determine which one should be used for the most effectiveness in that counseling relationship. As you listen and work with the person in crisis, you may or may not use all 10 "techniques" to help the individual work through the crisis.<sup>1</sup>

1. **Confrontation.** Even though confrontation comes first alphabetically, it will not usually be the first "technique" to be used. Confrontation calls for change and usually change is resisted until a good trusting relationship is built between counselor and counselee. The Bible talks about loving confrontation in Galatians 6:1. Jesus modeled it with the woman at the well in John 4. Confrontation can be powerful as you guide a student to realize the conflict in what they say versus what they actually do. Helping a student see the inconsistencies between their plans and actions can spur them to make the necessary changes on their own.
2. **Encouraging.** Encouraging encompasses a wide variety of responses that are geared to help the student feel understood, believed in, and supported. Galatians 6:2, Hebrews 3:13, and Hebrews 10:24-25 all speak of the need for encouragement. Encouragement throughout the counseling process can help ensure a positive outcome for the counselee. Encouragement can involve the following: reassurance that the crisis is really quite common, that the crisis has a solution, that the individual can change, that the crisis may not be a sin problem, and there is an end in sight.
3. **Evaluating.** Helping individuals in crisis to make good choices is a challenge. They may be tempted to do the easy thing to help relieve the hurt or pain rather than make sure their choices help them throughout their life and don't produce additional negative consequences. Joshua addressed the whole nation of Israel in Joshua 24:15 with an evaluation of a serious choice during a crisis. Sometimes, people need to be given the options of handling a crisis to select the best way to proceed for a positive outcome.
4. **Interpreting.** As we all are aware, most crisis situations have roots in other past situations or hurt. Most individuals deal in the here and now, with little thought to how past situations still affect them and their choices. Interpretive statements are intended to identify, conceptualize, and express meanings and patterns that

underlie the counselee's statements and actions. The best interpreting ties counselee's behaviors together to make sense to the individual.

5. Probing. This develops with the counseling relationship to go deeper into the crisis and the feelings behind it. Again, Jesus' meeting with the Samaritan woman is a good model of probing into a crisis. Probing is using questions and comments to give permission for the individual to feel free to share whatever is needed not only to identify the crisis, but to begin the process of working through the crisis to a resolution. The counselee will usually let you know by his or her responses if the probing is okay or not.
6. Questioning. This is the most frequently used "technique." Asking questions is a very common experience in relationships and helps us gather information. Jesus used questions to draw out many of the people he encountered. It is very important that the questions are open-ended (no simple "yes" or "no"), that they do not carry an undertone of judgment or suspicion, and we are conscious of the 5 areas of expression mentioned earlier. Another caution: Try not to always use this "technique" as the counselee may just answer questions and not share his or her own thoughts.
7. Reflecting. It helps individuals to feel that we are with them, that we understand them, and it helps them to become evaluative of their own behavior when they reflect. Counselees begin to experience a stronger feeling that they can make choices to get through the crisis in a healthy way. Reflection can occur with verbal as well as non-verbal content. Reflecting non-verbal content is more difficult than verbal, but is just as important.
8. Self-disclosing. Telling your own story can be an effective way to get a point across to a counselee, but it should never overshadow the issue of the counselee's crisis. Relating a similar experience can bring a sense of compassion for the counselee but should not draw the focus away from the current crisis and make it flippant or demeaning to the way the counselee is coping.
9. Silence. Don't be afraid of moments of silence. Deliberate pauses, moments of reflection, and just plain thought can be positive times in the midst of crisis. In one of our initial Bible verses, Jesus knelt to the ground to "doodle," but he may have just been thinking and allowing the moment to sink in to those around him. In counseling individuals, it is healthy to allow for times of silence to give the counselee time to process what has just been said or to transition to what is next. Counseling doesn't always involve "talking."
10. Teaching. Teaching encompasses a variety of counseling behaviors. Jesus, in his sharing with the rich young man in Matthew 19, uses teaching during a crisis as well as many times with his own disciples. Using Bible verses is helpful unless it becomes a "sermon." It usually is a good policy to check to see if the person already has or knows the information before giving it. Teaching is an effective counseling "technique" as long as it is used carefully so as not to undermine the movement of the counselee toward greater strength and independence in his or her own decision-making and problem-solving behavior.

As mentioned before, each of these “techniques” is valuable to the counselor, but the counselor must understand the relevance of them pertaining to the counselee, the crisis, and the trust between counselee and counselor.

Spend some time processing with the following questions:

- Which of these methods stood out to you?
- Which of these methods have you seen someone do in your own life? Tell a story.
- Talk about a time that someone you know was in a crisis and you didn't handle it well. What was the outcome? What did you learn from that situation?
- Which method do you find to be the most difficult?
- Which method/methods do you feel come easiest to you?
- Talk about someone in your ministry right now that you know to be in some sort of conflict or crisis. Which method or methods do you think would work best with them? Why?

**\*\*It is vital to mention, if someone is dealing with unresolved trauma, addiction, or some other significant issue you MUST refer them to a licensed counselor that is trained to provide trauma-informed interventions.\*\***

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Olsen, G. Keith. Counseling Teenagers. Colorado Springs: Group, 1984.

²Buntman, Peter and Eleanor Saris. How to Live with Your Teenager. Pasadena: Birch Tree Press, 1979.

Core Value

# Mentoring



# Mentoring: Getting Started

Purpose: We are all here because someone poured his/her life into us.  
We must pour our life into others.

Throughout the Bible, we see examples of Godly men and women raising up the next generation of Christ-centered leaders. Sadly, we also see examples of when biblical leaders fail to pass on the baton of leadership to the next set of leaders. To be the most effective and complete leader, it is essential to coach leaders to take on the responsibility of teaching, leading, and working with the next generation of leaders behind our own. It is also necessary and biblical to have leaders with more wisdom and experience leading and teaching you as a leader. There is definitely a need for all of us to be encouraged by our own peers as we journey in our leadership role.

This is why we believe that this teaching is so important. This lesson will help you understand the need for a mentor, an encourager, and a mentee in your life. It will also encourage you to take an active role in learning and teaching what you know for the betterment of the Kingdom. We will be using a “Cross” illustration to help us understand this important principle throughout the lesson.

## The Cross Coaching Tree

There are 3 areas of the cross and there are 3 areas of leadership and coaching. The first is having a mentor. This idea of having someone older and with more wisdom pouring into you is represented by the top of the cross. The second area is having encouragers/partners who walk the journey with you. This idea is represented in the horizontal bar of the cross. The third area of leadership is mentoring someone. This area is represented by the lower portion of the cross. Throughout the teaching, remember to keep the cross illustration up front and continually reference it. The goal is for you to be able to fill in the blanks throughout the teaching time. This will help you visually identify these relationships in your life.

There are 3 Relationships that we believe are important and biblically grounded in living out discipleship as Christian leaders with examples from the life of Paul.

1. Mentor – Barnabas or Ananias were like mentors to Paul
2. Partner - Priscilla and Aquila were partners with Paul in ministry
3. Mentee – Timothy and Titus were a couple of Paul’s mentees

## Mentor (The top portion of the cross)

- Why: We need to learn from those who have gone before us. Wise men listen to wiser men than themselves.
  - Proverbs 22:17 – “Pay attention and listen to the sayings of the wise; apply your heart to what I teach.”
  - Biblical Examples:

- Moses to Joshua
- Elijah to Elisha
- Paul to Timothy and Titus

How:

- Pray about who God might put in your path that could mentor you.
- Look diligently for someone you admire and would like to be mentored by.
- Ask someone who you believe God may have guided your way.
- Trust that God is working to grow you as a leader and working in your mentor's life as well.
- Find someone who may have both similarities that you can identify with and differences that may stretch you and grow you.

Partner, Encourager (The horizontal bar of the cross)

- Why:
  - Galatians 6:2 - "Carry each other's burdens, and in this way you will fulfill the law of Christ."
  - Romans 15:5 - "May the God who gives endurance and encouragement give you a spirit of unity among yourselves as you follow Christ Jesus, so that with one heart and mouth you may glorify the God and Father of our Lord Jesus Christ."
- Biblical Example:
  - Acts 4:36 - Barnabas (name means "Son of Encouragement")
  - Acts 9:26-28 - Defended Paul – "When he came to Jerusalem, he tried to join the disciples, but they were all afraid of him, not believing that he really was a disciple. But Barnabas took him and brought him to the apostles. He told them how Saul on his journey had seen the Lord and that the Lord had spoken to him, and how in Damascus he had preached fearlessly in the name of Jesus. So Saul stayed with them and moved about freely in Jerusalem, speaking boldly in the name of the Lord."
- How:
  - Stand firm with your partners, believing the best in them before jumping to any negative conclusions.
  - Pray with each other and hold each other accountable.
  - Spend time not only working with each other, but encouraging each other in all aspects of life (emotional, physical, spiritual, etc.).

Mentoring Others (The lower portion of the cross)

- Why: We need to pass on the baton of faith and leadership to others so that the message of Christ will continue to spread throughout generations.
- Biblical Perspective:

- 2 Timothy 2:2 – “And the things you have heard me say in the presence of many witnesses, entrust to reliable men who will also be qualified to teach others.”
- Biblical Examples:
  - Moses to Caleb, Joshua, Aaron
  - Elijah to Elisha
  - Paul to Timothy and Titus

Why:

- Illustration: Mentoring is like the Sea of Galilee. The Sea of Galilee receives and gives out water from various tributaries. As a result, the sea is full of life and produces life. However, the Dead Sea is like those who choose not to mentor. It receives water, but never disperses any. As a result, the water doesn't filter and chokes the life out of the sea. It is left as a lifeless, stagnant, pool of water. Mentoring ensures that what we have learned will continue on to the next generation. When Moses mentored Joshua, the nation was able to move forward, but as Joshua neglected to mentor anyone, the nation fell apart after his death.

How:

2. 2 Timothy 1:1-3 (Loving and Praying)
  - This passage reminds us of the love that we need to have for those we are mentoring.
  - This passage also reminds us of the prayer that is needed on our behalf for those we are teaching.
2. 2 Timothy 1:6-7 (Believing in someone)
  - This passage models how Paul believed in Timothy and in the gifts and talents that he had received from God. We are to be encouragers and reminders of God's gifts in other's lives.
3. 2 Timothy 1:13, 2:2 (Teaching)
  - The main goal of mentoring is to pass on the teaching of Jesus through what we teach to those we mentor. We need to teach in such a way that they are able to teach when we are gone.
4. 2 Timothy 2:2 (Empower)
  - This passage suggests that we are expected to create mentees who can and should teach others.
  - 2 Timothy 2:2 – “And the things you have heard me say in the presence of many witnesses, entrust to reliable men who will also be qualified to teach others.”
  - Walk with people through life. Don't allow yourself to be a lone ranger, but “be with” other people and do life with them.
  - Ask questions and invite questions. About life, about decisions, about mistakes and successes.
  - Develop relationships that are strong enough to bear the weight of the truth that you have to give. “Rules without relationship lead to rebellion. Rules

with relationship lead to growth.” (Paraphrase of Andy Stanley and Stuart Hall).

Some practical tips in mentoring:

- Pray every time you meet and pray for each other between meetings.
- Honesty is critical. The mentor must ask honest questions and the mentee must give honest answers.
- The mentor needs to walk with the mentee through life, asking questions about all aspects of the mentee’s life.
- Trust is hard. The mentor needs to earn the right to be heard and trusted. The mentee will need to take risks.
- Shared experiences that are fun and connecting can be life changing.
- Make sure to go deeper and engage in spiritual conversations. Don’t just stay on the surface.
- Model a genuine lifestyle of love for God and for others.
- Encourage growth and not just “hang out and talk” time.
- Help the mentee discover his/her spiritual gifts and God-given design.
- Encourage the mentee to be connected to a community of believers.
- Hold the mentee accountable to reading the Bible.

Some great mentoring questions:

- How are you doing with your heart for God and for others?
- Have you been connecting with God? How?
- What do you believe God’s will is for your situation/life?
- What is something significant that has happened in the past week to help grow your faith?
- How’s your home life?
- How have you been able to share your faith with your friends?
- What are the pros and cons if you make that decision?
- How are you growing in your relationship with God?
- What is frustrating you right now in your life?
- What are you celebrating in your life right now?
- What are your current goals (physical, financial, mental, spiritual, family, ministry, personal)?



# Building Relationships in Your Ministry

When building relationships with individuals in your ministry, the most important thing that you can give them is your time. It is crucial for leaders to understand how to build and maintain relationships with the people they serve in ministry. How you build relationships will be unique to you and your personality, and it is important to discover your own unique way that you build relationships. It is equally important to find opportunities to put that into practice. This class gives a couple of different ideas about how to track the time you are spending with community members, suggestions about what to do when you are with community members and a few reminders to keep in mind.

These are just some reminders:

- You don't always get much time with those in your ministry, so ask good questions. Ask them things like:
  - "What is God teaching you?"
  - "Where have you seen God lately?"
  - "How is your personal life?"
  - "How is your spiritual life?"You can go anywhere with your questions, but go somewhere. Don't waste that time.
- If you are interning in a student ministry or will be meeting with students at any time, communicate clearly with parents and staff where you are going, what you are doing, and when you will be back. That way all questions have an answer before you leave.
- Don't answer your phone! Sometimes there will be calls you have to take but do your best to avoid it, which lets the person you are meeting with know you are fully present with them and that what they are saying matters enough to miss a phone call.
- Never be alone with someone of the opposite gender, like in your car or at home; meeting at a public place is the best. If you are in the office with a person of the opposite gender, always have the door open and tell a staff what is going on. (Groups are always better here).

Tools of the Trade for Children, Student, and College Ministries:

There are some very easy ways to make sure that you maximize time with students without overlapping or showing favorites. There are many strategies to keep track of how you are spending time with students. Everyone needs to find a system that works well for them. Here are a few examples:

- K.I.T.S. (Keeping In Touch with Students) – At the beginning of each week, create a log or a list of 5 students you are planning to spend time with that week. You can hang out with, call, text, post a Facebook comment, send a postcard, or any

other way you can think of to make contact with those 5 students. See which students you haven't invested in for a while, and try to choose students who may need some more personal attention. By doing this, your chance of showing favorites or having people perceive you as having favorites greatly diminishes. It also makes it easier to go back and see who you have not connected with recently. When making your list, leave room to take notes on your time with students so you can refer back to those notes when you spend time with them again. Those notes are also good for follow up and to help you remember conversations and interactions with students.

- 1 & 1/2 – Another idea is the 1 & 1/2 tool. It means that you make one-hour long contact (shopping, grabbing a coke, fishing, etc.), 3 phone calls (5 minutes each) and 3 texts, Facebook posts, notes/postcards etc. (5 minutes each). All together it takes 1 & 1/2 hours. This could be done on a daily or weekly schedule depending on what works for you. It can also be used as a ratio; for every hour you spend with a student make sure you are also making 3 phone calls and 3 other contacts.

Sometimes it is difficult to come up with ideas for things to do with a student, and it is very easy to get into a rut and keep doing the same thing or going to the same place every time you hang out. Here are some ideas of things you can do with students. After reading the list, come up with some of your own.

Coke Break	Walk	Video Games
Mall Visit	Sleepover	Game Night
Fishing	Eating out	Putt Putt
Sporting Event	Coffee Break	Theme Park
Movies	Exercise/Gym	Beach/pool/lake

Students are different everywhere and what works in one place might not work someplace else. In every group there will be some students who are more fun or that you might “click” with better than others, but it is NEVER good to show favoritism, especially in front of other kids. Students need to feel important. When showing favorites, it can be perceived by others that he/she isn't important enough. When students leave the time they have spent with you, they should know that they are important to you, they are loved by God, and that they are worth your time.

Choose a system that you aren't already using and apply that system this week. Try to choose students that you haven't spent much time with recently.

The system I am going to use this week:

Students I am going to focus on this week:

1)

3)

5)

2)

4)

6)



# Working with Leaders Over You

As we all know, ministry is about relationships and that includes being able to work effectively with church leadership. Many young leaders have not reached their destiny because they didn't know how to effectively work with church leadership. Below are some ideas for how to work with those in authority over you.

## Understanding each other

People are different and everyone has needs. That seems obvious. However, in life we often ignore what is obvious. For example, it is obvious that if we exercise and eat right, we will feel better and probably live longer, but sometimes we have the hardest time doing the obvious.

Ministry is a team sport. One of the first things we have to practice is really getting to know and care about the other members of the team. One of the things that often cause issues in staff relationships is that we don't really know each other. We are not supposed to be just a team working together but rather the body of Christ to each other. Most of us only know other staff members by WHAT THEY DO and not WHO THEY ARE. It is okay to take time to get to know each other by asking questions such as:

- What was your favorite Christmas memory as a child?
- Can you share a time in your life when God really spoke to you?
- What is going on in your family?
- What is your favorite hobby/favorite food?

Really spend time getting to know those in authority over you. Even if they don't take that initiative, you can. It is important to find out staff and board members birthdays, their anniversaries or other important days and put them on your calendar to send them a note, e-mail or call on those special days.

Often as young leaders, we feel we have better ideas than those in authority over us. And in some cases we do, but it is how we approach those in authority that makes all the difference. Always remember to affirm the work that those older have done and approach new ideas with humility. For example, say "I was thinking about \_\_\_\_\_, what do you think about \_\_\_\_\_?" as opposed to "We need to change some things around here". Take time to get to know why people do the things they do. Even if things seem illogical, there are always reasons behind why people do the things they do. Make an effort to find out the "why" before making suggestions or trying to change things. People will be more likely to listen to what you have to say if you have made an effort to learn why they do things the way they do them.

Here are some things we can do to help keep our relationships with church leadership healthy and thriving. The encouragement to us as pastors and young leaders is three fold:

1. Write an encouraging note or letter thanking someone on your ministry team for allowing you to work with him or her. Make it as specific as possible, citing specific examples of things you believe they are doing well, ways they have helped you, ways you see God's hand in their leadership, etc.
2. Find a way to support and encourage your ministry team in daily ministry rather than focusing on what they aren't doing right. (You will be amazed at how their support of you will change if you start lifting them up).
3. Pray for your ministry team daily and ask them for specific requests.
4. If you have an issue with someone on the ministry team, talk to him/her.

#### EXERCISE:

- This week, be intentional about asking questions to another person on the team that you don't know well, report back with what you have learned.
- Pick one thing you can do this week that will encourage the church leadership you are working with (Senior Pastor, Worship Pastor, Children's Pastor, etc.)

-Let us become sheep that bleat encouragement - Ephesians 4:2-4

# Longevity in Ministry

In the 1990s the statistic was often quoted that the average youth pastor was at a church for eighteen months. Even though today that number seems more likely to be three and a half years, it still doesn't seem quite long enough to make a lasting, eternal impact. In fact, in many ministries, it's common for leaders to start off strong, but when it starts getting hard or when the "honeymoon" phase of ministry is over they bolt for another place, leaving behind a wake of hurt, confusion, and turmoil in the ministry that can have a lasting effect.

The bottom line is: the longer a leader serves in one place, the greater the potential for impact on their organization and the community.

In order to better grasp how to serve in one place for the long term it would be wise to understand the "Five Levels of Leadership." These principles are taken from John Maxwell. The five levels are as follows:

Personhood

People-Development

Production

Permission

Position

When a leader arrives at their new position, they may be given an office, a title, and a budget. They are placed in a position and are filling a vacancy. They are getting to know the ministry, community, and volunteers. This is the most basic level of leadership. The people don't know the new leader or what his or her gifts are.

Somewhere in the first nine months to two years the new leader could be given permission to lead. This is an informal permission (although the leader may or may not know it). People decide whether they like this new leader and are ready to follow his or her leadership and direction. Then they are given permission to lead.

It usually takes three years before level three, the Production Stage is reached. This is when people are taking notice of the difference that the leader is making. This might be tangible in the room facilities, a program that is running with more purpose and intention, the number of volunteers that are serving in the ministry, or the numbers of individuals

who are involved overall. The leader is producing. This level of leadership could take up to five years.

Next is the fourth level of leadership, People Development, where community members' lives are truly impacted by the leader's influence and the influence of the program that has been established. This is the place where the long-term fruit is beginning to be seen—with individuals and families pointing to the leader as the one who made a huge difference in their life. People are preparing for ministry, growing in their faith, and making wise decisions in their lives. This stage takes five to eight years to start seeing lasting fruit from the ministry.

The highest level of leadership is Personhood and is only attained by a few in a dramatic way. These individuals don't have to do any specific task; they can walk into a room and are recognized for who they are and what they represent. Some examples would be Mother Theresa, Billy Graham, Andy Stanley, Doug Fields, etc. This level of leadership can only be attained by longevity – staying in the same community for twelve to fifteen years.

There are some realities that need to be understood. When a ministry assignment has ended, the lowest level of leadership is begun anew at the new assignment. When roles are changing every three to five years, the level of influence is drastically reduced over a lifetime. The longer a leader stays in one community and continues to do effective ministry, the higher he or she goes up the leadership scale and the more influence he or she has. Long-term ministry is the most effective ministry and influence multiplies the longer a leader stays in one place.

The real challenge when offered a ministry role is to consider staying at least 5 years minimum. And how much more the impact of what 8, 10, or even 15 years might bring if we stayed at a position for that long. Think for a moment of the leaders who are having the biggest impact in ministry. They are the ones who have stayed in one location for the long haul.

So find a ministry role that fits your personality and heart for ministry, a role you enjoy, in a geographical location that you enjoy. Then go and live with character and integrity for the long haul, investing in a community of believers and unbelievers alike. God will naturally increase your influence and do more through you than you could ever think or imagine. The alternative is to be a bright light that moves to a community for a few years or less and does games, illustrations, and messages and then goes to the next place for more money or prestige and does it all over again. This begins a cycle where there is three and a half years of experience five times over and the level beyond the permission stage is hardly, if ever, reached. A lot of "bright lights" come to town. Unfortunately, they often burn out or disappear very quickly. This is not the way to do effective ministry.

Maxwell, John C. Developing the Leader Within You. Nashville: Thomas Nelson Publishers, 1993.

# Small Group Leadership

Although Jesus addressed the crowds on many occasions, He also invested in what we think of today as a small group ministry. Over and over we see Jesus pouring his life into his small group of twelve chosen disciples. So hey, if it's the approach Jesus took, we also ought to invest our efforts into effective small group ministry. So here are some tips on being effective with a small group.

Spend some time discussing the following things:

- What do you believe to be the best environment for spiritual growth?
- What value do you put on small group ministry?
- Why do we do small groups?
- What types of things happen in a small group setting that don't often happen in a large group preaching and worship experience?
- Why are those things important or valuable?
- How can we accomplish those same things without sitting in a room talking?

Many pastors in our movement agree that small groups are where individuals explore and discover deeper depths of faith. Consider doing a quick study of Jesus and how he focused on his twelve friends in the Gospels. Or check out the lesson Moses learned from his father in law in Exodus 18:17-27.

Small groups don't go from good to great without time and well trained leaders. What are some issues and/or skills needed to be an effective leader? Write them in the space below...

If they weren't already mentioned, here are some key skills or issues to add to this list: Ground Rules for Groups, Relational Ministry, Active Listening, Ask Good Questions, Facilitate vs. Teach, Silence, and Contemplative Practices.

Once you have your list, begin to go through it and explore each issue. You'll want to flesh these out more, but here is a brief overview of some important issues:

1. Ground Rules for Groups: Think through the important values, goals, and ground rules the group will hold to. Keep it simple, but clear. Deal with confidentiality, gossip, respect, and honesty. Establish times/days to meet, and the commitment

each member makes to be there. Answer the question, “What do we ultimately want to accomplish in our group?”

2. Relational Ministry: The key to success is deep relationships, so focus on building friendships. Know names and use them often. Know their hobbies, school activities, and family situations. Then in time, more important things like their dreams, struggles, and fears. As trust grows it creates fertile ground for growth. A leader needs to focus on building friendships as much as building knowledge of subjects or Bible literacy. As trust grows in the group it allows for fertile ground for honest questions and sincere spiritual exploration to occur.
3. Active Listening: This involves body language as well as words to let a person know you care and are really present with them. Listening is critical to your success, so excel in it. Learn more about the specifics of active listening; Google “active listening”.
4. Ask Good Questions: Start with simple, non-threatening questions, then move to more challenging, deeper ones. Use open-ended questions that require a response of a sentence, not one word. Spend time preparing interesting, creative, engaging questions.
5. Facilitate vs. Teach: A small group needs a facilitator, not a teacher. Your goal is a discussion. You won’t accomplish this by preaching. Rather than answer a question, relay it back to the group. Also, involve quieter kids by directing questions to specific people. Being the hero with the answers doesn’t help discussion or discovery. Give more questions than answers.
6. Silence: Don’t be afraid of silence, it may mean that they are thinking. It may also mean you asked a bad question. Restate your question. Give them time to think and then respond. Whatever you do, don’t fill the silence with your voice.
7. Contemplative: Try using contemplative practices like Lectio Divina, Prayer of Examen, and Breathing Prayer. Turn down the lights and light a candle. Give students time in silence to meditate on a scripture before you ask them to discuss it. If your interns are learning about small groups in student ministry, Mark Yaconelli’s book Contemplative Youth Ministry is a great resource for more specific ideas on the topic. This approach to small groups can be amazing and effective!

The most effective way to lead a small group is to actually lead a small group! There is no shortcut to learning to lead; you have to just do it. A great philosophy of teaching anything but especially teaching someone to lead a small group is to first model for them how to lead a small group while they watch and learn. Then when they are ready you could lead the small group together with the interns. And then the interns can lead the small group while you provide encouragement and support.

Now go! Lead a small group. Pick a time and day and invite individuals to come. You may only be able to meet 3 or 4 times during the summer but that’s ok. It is better that you meet a few times rather than not at all.





# Developing a Leadership Team

In this training you will discuss a very powerful tool in ministry, leadership teams. The development and the maintenance that goes into leadership teams in ministry can be hard work. Scripture tells us that we are better together (Numbers 11, Eccl. 4:12, 1 Corinthians 12,). God has designed us to work in harmony and work together with one goal, to glorify God in all we do. Because of this, it is important that we as leaders remember that we are only one person. Therefore, it is absolutely necessary to surround ourselves with other leaders.

As we grow this team of leaders we must also remember the amazing gift/challenge it brings. Scripture tells us to “GO, and make Disciples of all nations” (Mathew 29:19). If that is scripture’s command to us, we have to take it seriously. The people God has placed in our lives are on our teams for a reason. As leaders, helping to disciple more leaders is one of the most incredible things we will ever do.

We will go over 5 things that a leader can make sure is happening in his/her ministry that will create and maintain healthy leadership teams. After each checkpoint make sure to journal an answer for each principal before moving on.

1. Have a Clear Vision and Purpose
2. Create Accountability and Trust
3. Give Clear Direction and Expectations
4. Set Goals
5. “Pass the Baton”

## Have a Clear Vision and Purpose

Leaders need to communicate and show their team what the overall mission and heartbeat of the ministry is. If a leader can constantly point their team back to the ministry’s vision and consistently remind them of its mission, then the team will perform in such ways that matches.

## Create Accountability and Trust

Leaders that create an environment of loving accountability will see people thrive. One of the biggest gifts you can provide for the people on your team is the assurance that every team member is pulling their weight and doing their part. When team members feel like their hard work is meaningful and valued, and they see other team members operating at the same standard, you will see the team achieve incredible things together. This will require setting expectations right away and having markers in place to help keep people accountable. Make sure that you don’t budge on these standards while still keeping grace, understanding, and love at the forefront during times of interventions.

### Give Clear Direction and Expectations

Leaders want to succeed. Without clear expectations and direction chances of success decrease dramatically. Effective communication is key. As leaders we must make sure that the people who work alongside us know exactly what the game plan is, and how you desire the plan to be carried out. We must also make sure that as leaders we do not put expectations or directions in place for our leaders in ways that could stifle or constrict your team but instead give them parameters to work within. When leaders feel they have parameters to work in, anxiety levels decrease and creativity can flourish.

### Set Goals

Leaders that thrive have goals to work toward. Setting appropriate goals can be a difficult talent to master. It takes wisdom, knowing your team well, and most of all, inspiring others with vision and teamwork. A good goal setter knows how to set goals that are hard to obtain but also not impossible at the same time. Goal setting also usually requires incentives as a reward. Sometimes it's just the achievement alone that is the incentive but good leaders need a prize at the end of the finish line.

### “Pass the Baton”

Leaders need to spread their wings. As leaders we must remember the many times that we were given (or not given) opportunities in our lives and how big of an impact that played on our development. We must make sure that we are the types of leaders that will be remembered by how much we believed in our team, not the opposite. Give your team safe places to succeed and fail. Champion them when they succeed, and make sure to be gentle in their goof-ups. Remember that most times experience breeds the best wisdom anyone could ever ask for. Your team will value and cherish the opportunities you entrust to them and will forever have your back because of it!

### Questions:

1. Name a time you were on a team that didn't have clear vision. What was it like? Now, name a time where there was clarity in the team's vision. What was it like?
2. What are some of the main difficulties that prevent teams from having accountability and trust with one another?
3. When it comes to giving directions and setting expectations for our teams, in what ways do we need to be careful? Why?

4. Talk about some goals that you have previously set and thrived pursuing? What was it about the goal or situation that made you thrive?

5. Who is one leader on your team right now that you could “pass the baton”?

# End of Internship Evaluation

Name: \_\_\_\_\_

Date: \_\_\_\_\_

What have you enjoyed most about the summer? Least?

What classes did you see as most beneficial to you? Least?

Was the congregation supportive to you? How or How Not?

What would you change about the internship?

Did you enjoy working out at the Y? Is there anything we should change about it?

Do you feel prepared to take a position in ministry? If no, why? If yes, why?

What books did you read? What books would you recommend for next year's internship? Which books would you not recommend?

What have you learned about your strengths? Weaknesses?

What are the lessons about pastoral ministry you have learned?

What advice would you give to next year's interns?

What should I know about the summer internships and working with interns?

Did you feel supported by me? By the coaches? By the Pastoral Staff?

What will be different about you and how you do ministry from here on out?

Did you feel you had adequate financing, support, training, and encouragement to fulfill your responsibilities as an intern?

In the next year you could help me by...

A few things ministerial, I would focus on this next year if I was still an intern at are...

What else would you like to discuss with me...



