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ORGANIZATIONAL STRUCTURES AND RESPONSIBILITIES

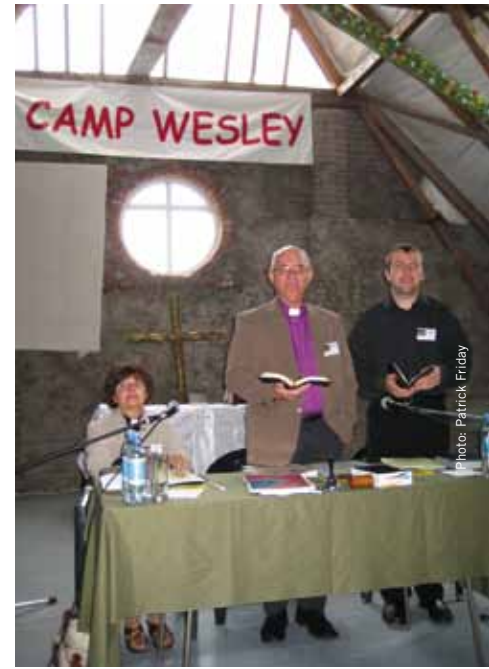


Photo: Patrick Friday



Photo: Paul Jeffrey/ACT

A. THE GENERAL BOARD OF GLOBAL MINISTRIES

The General Board of Global Ministries is the largest of the thirteen general agencies of The United Methodist Church. These thirteen agencies seek to serve and facilitate the work of five jurisdictional conferences, sixty-five annual and missionary conferences in the United States, and seven central conferences. Each agency is governed by a board of directors selected from across the denomination. (See *The Book of Discipline, 2008*, ¶¶701-2303, for the purpose, organization, and membership of each agency.)

As written in ¶701 of *The Discipline, 2008*, connectionalism is an important part of our identity as United Methodists. It is a vital web of interactive relationships (¶131) that equips local churches for ministry and provides a connection for the ministry throughout the world, all to the glory of God. It provides members with opportunities to carry out mission in unity and strength. (¶701.3) General agencies are important to common vision, mission, and ministry. They provide essential services and ministries beyond the scope of individual local congregations and annual conferences through services and ministries that are highly focused, flexible, and capable of rapid response.

The 13 general agencies are:

- General Council on Finance and Administration
- General Board of Church and Society
- General Board of Discipleship
- General Board of Global Ministries
- General Board of Higher Education and Ministry
- General Commission on Archives and History
- General Commission on Christian Unity and Interreligious Concerns
- General Commission on Communications (UMCom)
- General Commission on Religion and Race
- General Commission on the Status and Role of Women

- General Commission on United Methodist Men
- General Board of Pensions
- The United Methodist Publishing House

The Connectional Table, authorized by the General Conference of 2004, provides linkage among the general agencies.

GOVERNANCE

The General Board of Global Ministries is governed by directors who form the corporate entity of the board. There are currently 93 directors. *The Book of Discipline, 2008*, ¶705, describes the general provisions for how members are selected for the general agencies and the Connectional Table. Additional provisions related to Global Ministries are found in ¶1311. Because of the global nature of the Board's work and the historic role of the women's missionary organizations, there are significant exceptions in the selection of representatives for Global Ministries. The following outlines the various sources from which the membership of the General Board of Global Ministries is drawn.

- Eight (8) episcopal members, nominated by the Council of Bishops: five from the United States (one from each of the five jurisdictions) and three from the central conferences (one from each region: Africa, Europe, Philippines).
- Thirty-five (35) members elected by defined numbers from the five jurisdictions. Those numbers for 2009-2012 are: North Central, 7; Northeastern, 7; South Central, 9; Southeastern, 8; Western, 4.
- Twelve (12) central conference members elected by the Council of Bishops.
- Five (5) additional members are nominated to

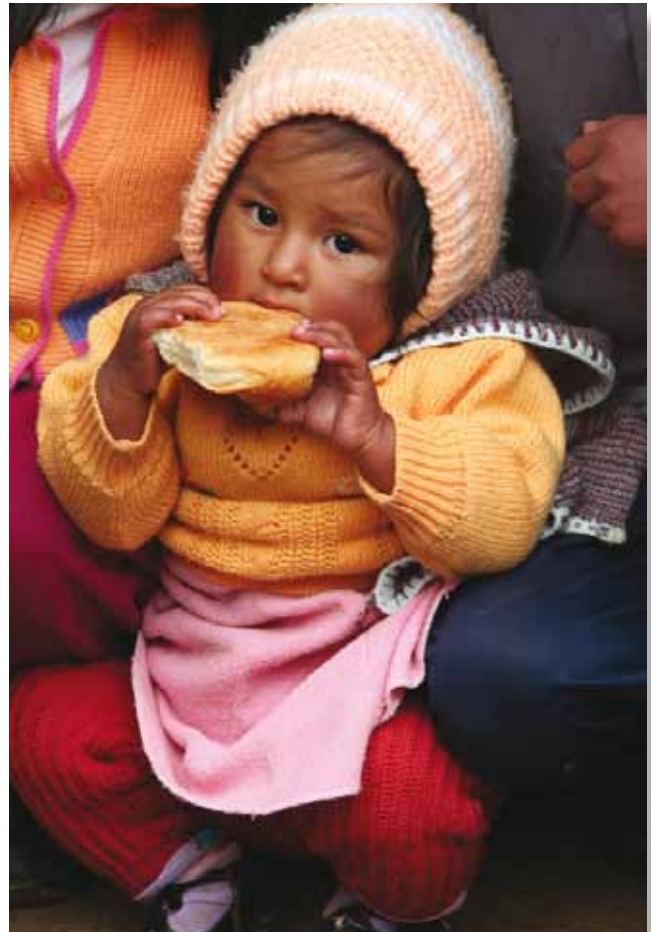


Photo: Christopher Heckert

bring persons with special knowledge or background into the Board.

- Thirty (30) members are named by Women's Division from among its own 50 directors.
- One (1) liaison member from the autonomous Methodist Church of Puerto Rico, at its own expense.
- One (1) and not more than three (3) members with vote and voice from the member churches of the Commission on Pan Methodist Cooperation and Union. One (1) member without vote from among the Commission on Churches United in Christ.

Vacancies on the Board are filled through procedures determined by *The Book of Discipline*. An

episcopal vacancy is filled by the Council of Bishops; a vacancy in the basic membership is filled by the College of Bishops of the appropriate jurisdiction or central conference; a vacancy in the membership through Women's Division is filled by its policies; and a vacancy in the additional membership is filled by the agency itself.

Directors of the Board serve on at least one standing committee and the committee of one program area. They are charged with the following responsibilities:

- Review, develop, and evaluate policies set by *The Book of Discipline*, the Board's bylaws, and the charter.
- Approve and commission missionaries.
- Develop program objectives and goals for the Board.
- Provide for the administration of the work.
- Raise funds for the agency.
- Interpret the work of the Board.
- Adopt a budget and monitor finances.

The 30 directors named by Women's Division to the Board have the additional responsibility of serving on that unit.

The major committees of the directors are the Executive Committee and the five standing committees: Finance, Mission Development, Nominations and Legislation, Personnel, and Policy and Bylaws. The Executive Committee holds authority and powers of the General Board ad interim and is composed of no more than twenty-four (24) members. It also constitutes the Committee for the Elimination of Institutional Racism.

ADMINISTRATION AND OPERATIONS

The work of Global Ministries is carried out by the general administration and seven program entities. The directors elect the general secretary, deputy general secretaries, the general treasurer, associate general secretaries, director of The Advance, associate treasurers, and assistant general secretaries.

The Management and General Administration section provides supervisory oversight and centralized services for all units of the Board. The following are included in the section:

- Office of the General Secretary
- Coordinated Services
- Administrative Services
- Research and Information Services
- Financial Services
- Communications
- Management Information Systems
- Central Services

The Office of the General Secretary has general oversight of these operations. Coordinated Services includes The Advance, Development, and Communications and Information. Administrative Services includes office management, records management, human resources, research/information services, and management information systems, as well as Central Services, which has the responsibility for the mailroom and copying and duplication services.

General Secretary: The Rev. Edward W. Paup,
EPaup@gbgm-umc.org, 212-870-3606.

The General Treasurer is the administrator for



Photo: Gary Goodman

financial services, which includes budget, financial systems, internal audits, gift processing, payroll, cash management, insurance, property, and the legal office.

General Treasurer: Roland Fernandes, RFernand@gbgm-umc.org, 212-870-3637.

The Board Cabinet is the staff management team for the Board and is composed of the General Secretary, who serves as chairperson, the Deputy General Secretaries, and the General Treasurer. The General Secretary may add positions to the Cabinet as determined to be appropriate and/or necessary such as associate general secretaries. (All contact names and titles were effective as of December 2008.)

PROGRAM AREAS AND UNITS

Six program areas and two other units, Health and Relief and Women's Division, pursue the mission goals through varieties of programs, projects, and partnerships within and beyond Global Ministries. These units and specific ministry contacts are as described below:

Community and Institutional Ministries

Website: <http://gbgm-umc.org/cim>

The Community and Institutional Ministries Program Area facilitates, resources, and supports outreach to meet human needs, with special emphasis on ministries with women, children, youth, families, and older adults. It offers direct services, specialized ministries, and community organizing and

development, including economic development and justice advocacy.

Associate General Secretary: Jerald McKie,
JMcKie@gbgm-umc.org, 212-870-3843

National Mission Institutions: Jerald McKie
(see above)

Town and Country Ministries: (to be filled)
212-870-3684

Community Developers Program: Tanika Harris,
THarris@gbgm-umc.org, 212-870-3821

United Methodist Voluntary Services Program:
Tanika Harris (see above)

Communities of Shalom: Michael Christensen:
shalom@drew.edu, 973-408-3848

Ministries with Women, Children, and Families:
Joanne Reich, JReich@gbgm-umc.org, 212-870-
3833

Office of Urban Ministries: Diane Johnson,
DHJohnson@gbgm-umc.org, 877-870-3832

Substance Abuse and Related Violence (SPSARV):
Melissa Davis, abuse@gbgm-umc.org, 866-944-
3330 or 704-919-3554

Evangelization and Church Growth

Website: <http://gbgm-umc.org/ecg>

The Evangelization and Church Growth Program Area works with its various mission partners—including annual and central conferences, autonomous and autonomous-affiliated Methodist churches, other church agencies, and other units of the board—to train leaders, establish relationships, and make resources available for church growth

and renewal throughout the world. (Contacts for Ethnic/Language Ministries are on pages 67-71.)

Interim Deputy General Secretary:
Jorge Domingues, JDomingu@gbgm-umc.org,
212-870-3873

Assistant General Secretary/Congregational
Development: Kelvin Sauls, KSauls@gbgm-umc.org,
212-870-3768

In Mission Together/400 Fund: Patrick Friday,
PFriday@gbgm-umc.org, 212-870-3860 or
205-529-4209

Hispanic and Latino Ministries: Dionisio Salazar,
DSalazar@gbgm-umc.org, 212-870-3689 or
917-754-0056

Mission Initiatives, (see pages 54-59): Jong Sung
Kim, JSKim@gbgm-umc.org, 212-870-3955

Eurasia (Russia) Initiative: Vladimir Shaporenko,
VShapore@gbgm-umc.org, 212-870-3868 or
703-723-1307

Native American and Indigenous Ministries:
Anne Marshall, AMarshall@gbgm-umc.org,
212-870-3830

Research Office: John Southwick,
research@gbgm-umc.org, 212-870-3840

United Methodist Development Fund (UMDF):
Paul Kong, PKong@gbgm-umc.org, 212-870-3856
or 800-UMC-UMDF (800-862-8633); for loans,
loans@gbgm-umc.org; for investments,
umdf@gbgm-umc.org

Leadership Development (Scholarships):
Lisa Katzenstein, LKatzens@gbgm-umc.org,
212-870-3787

Mission Education

Website: <http://new.gbgm-umc.org/about/us/me>

The Mission Education Program Area has two primary goals: first, to develop a mission education philosophy for Global Ministries that is rooted in a biblical and theological understanding of Christian global mission; and second, to undergird the total program of Global Ministries through mission education. The unit includes Global Praise (see pages 35 and 74-76).

Assistant General Secretary and Academy of Mission Renewal: John Nuessle,
JNuessle@gbgm-umc.org, 212-870-3863

Emerging Churches Resources: Jodi Cataldo,
JCataldo@gbgm-umc.org, 212-870-3615

Global Ministries Seminars: Jodi Cataldo,
missioneducation@gbgm-umc.org

Mission Travel Studies: Giuseppina Avitia,
GAvitia@gbgm-umc.org, 212-870-3792

Global Praise Staff: (see page 76).

Mission Personnel

Website: <http://new.gbgm-umc.org/about/us/mp>

The Mission Personnel Program Area recruits, selects, trains, assigns, supervises, and supports mission personnel for short- and long-term service. It also identifies opportunities for service. (See pages 42-48 for descriptions of all the missionary categories available through Global Ministries.)

Deputy General Secretary: Edith Gleaves,
EGleaves@gbgm-umc.org, 212-870-3662

East Asia and Pacific Region: Jungrea Chung,
JChung@gbgm-umc.org, 212-870-3700

Sub-Sahara Africa Region: Gail Coulson,
GCoulson@gbgm-umc.org, 212-870-3712

Europe, North Africa, Middle East and South Asia Region: James Dwyer, JDwyer@gbgm-umc.org,
212-870-3661

Latin America and Caribbean Region:
Dakin Cook, DCook@gbgm-umc.org,
212-870-3659, or Sara Flores Quinones,
SFlores@gbgm-umc.org, 212-870-3659

Church and Community Workers: Brenda Connelly,
ccworker@gbgm-umc.org, 212-870-3819
or 828-294-2107

Deaconesses and Home Missioners: Becky Dodson Louter,
deaconess@gbgm-umc.org, 212-870-3850

Youth and Young Adult Missionaries:
Suzanne Field-Rabb, youngadults@gbgm-umc.org,
212-870-3660

Missionary Itineration: Fred Price,
FPrice@gbgm-umc.org, 212-870-3797

Missionary Applications: Antonietta Wilson,
AWilson@gbgm-umc.org, 212-870-3659

Mission Volunteers

Website: <http://new.gbgm-umc.org/about/us/mv>

The Mission Volunteers Program Area enables people around the world to participate in global mission volunteer programs and projects, giving everyone in the church the opportunity to serve and share the love of God in ways that make a Christian difference.

The Global Ministries Mission Volunteers office relates to the grassroots United Methodist Volun-

teers in Mission (UMVIM) program. It also includes programs of individual volunteers, youth volunteers, and other opportunities.

Assistant General Secretary: Clinton Rabb,
CRabb@gbgm-umc.org, 212-870-3825

Individual Volunteers: Landon Taylor,
Indvols@gbgm-umc.org, 212-870-3825

Volunteer Work Teams: Michael DeBorja,
MDeborja@gbgm-umc.org, 212-870-3825

Global Justice Volunteers: Beth Buchanan,
gjbv@gbgm-umc.org, 212-870-3825

Primetimers: Nancy Eubanks,
primetimers@gbgm-umc.org, 731-772-0458

NOMADS: Carla Kinsey,
director@nomadsumc.org, 866-466-6237 or
866-4NOMADS

UMVIM website: www.umvim.org

Women's Division—United Methodist Women **Website:** <http://umwmission.org>

Women's Division is the administrative staff of United Methodist Women, a membership organization whose purpose is to know God and to experience freedom as whole persons through Jesus Christ; to develop a creative supportive fellowship; and to expand concepts of mission through participation in the global ministries of the church. United Methodist Women gives special attention to the needs of women and children as they work to build supporting Christian communities among women, and engage in activities that foster growth in faith, mission, and Christian social involvement. Women's Division produces a wide variety of educational and training resources to further equip its members for mission, and plays a principal role in

preparing the annual United Methodist mission studies.

Deputy General Secretary, Harriett Olson,
Holson@gbgm-umc.org, 212-870-3752

Treasurer, Martha Knight,
MKnight@gbgm-umc.org, 212-870-3740

Associate to Deputy General Secretary:
Lois Dauway, LDauway@gbgm-umc.org,
212-870-3734

Christian Social Responsibility, Sung-ok Lee,
SLee@gbgm-umc.org, 212-682-3633

Membership & Organizational Development,
Andris Salter, ASalter@gbgm-umc.org,
212-870-3723

Schools of Christian Mission, Cheryl Trent,
CTrent@gbgm-umc.org, 212-870-3745

International Ministries, Carol Van Gorp,
CVGorp@gbgm-umc.org, 212-870-3911

Reading Program, Brenda Thompson,
BThompson@gbgm-umc.org, 212-870-3733

Response Magazine, Barbara Wheeler,
BWheeler@gbgm-umc.org, 212-870-3628

Mission Resource Center, Dallas, Texas:
214-630-6495 x185,
cs@missionresourcecenter.org

B. ANNUAL CONFERENCE MISSION LEADERSHIP

The Book of Discipline mandates that each annual conference is to organize either a Board of Global Ministries or other structure to maintain the connectional relationship and provide for global ministries responsibilities related to the objectives and scope of work of the General Board of Global Ministries. (§631.1)

This section discusses conference mission leadership and ways in which conferences work with Global Ministries within the United Methodist connection.

The Conference Secretary of Global Ministries holds a pivotal position in conference mission leadership and in maintaining links with the General Board of Global Ministries. To further that connection, the districts may elect annually a district secretary of global ministries to serve as a liaison between the conference secretary of global ministries and the district. These leaders are essential in training and connecting in God's mission throughout the annual conferences, districts, and local churches.

Conferences also have other mission leaders, including:

- Chairpersons of Annual Conference Boards of Global Ministries
- Coordinators for Mission Volunteers
- United Methodist Women Conference Leaders
- Disaster Response Coordinators
- Bishops and District Superintendents
- Chairpersons of Council on Ministries
- Conference Staff

Beyond this organizational structure, God calls ALL believers, as faithful witnesses, to be partners with God in mission to redeem the world, a light to all nations, a beacon of blessing to the whole human family, and a sign of God's covenant with all creation and God's reign throughout the earth.



Photo: Paul Jeffrey/Response



Photo: Cassandra Heller

ANNUAL CONFERENCE SECRETARY OF GLOBAL MINISTRIES

The primary functions of a Conference Secretary of Global Ministries are:

1. To interpret to the annual conference the programs, emphases, plans, and policies of the General Board of Global Ministries.
 - Participate in training events by Global Ministries staff.
 - Attend Conference Secretaries of Global Ministries jurisdictional fellowships and/or comparable gatherings.
 - Train and monitor progress of District Secretaries of Global Ministries (DSGM) in implementing the annual conference mission emphasis.
2. To work closely with the annual conference representatives relating to financial development in developing promotion and fundraising strategies for the priorities of the General Advance (see page 93).
 - Cooperate with the General Board of Global Ministries in its program for mission both in and outside the United States.
 - Develop a strategy to understand and interpret “What is The Advance?” within your annual conference.
 - Develop a year-round plan for interpretation strategies for district and local church work area chairpersons of mission.
 - To establish annual conference fundraising goals for Advance priorities.

- To develop customized reports and resources for Advance interpretation priorities.

3. To work with the Mission Education unit to coordinate Mission Celebration Events and the itineration of mission interpreters.

- Develop a quadrennial plan for mission celebration and other mission itineration events within the annual conference in consultation with DSGM ministries and annual conference financial development representatives.
- Develop a mission interpreters list within the annual conference to be assigned to Mission Celebration Events (MCE) and all mission events.
- Provide training for mission interpreters.

4. To work with The Advance office and Mission Personnel to promote Covenant Relationships with missionaries.

- Coordinate the itineration of missionaries visiting supporting churches.
- Promote new Covenant Relationships.

- Maintain the list of missionaries supported throughout annual conference.

To whom responsible:

Conference Board of Global Ministries or designated mission committee/structure

Conference Council on Ministries/Mission Outreach Chairs

Support system:

Conference Board of Global Ministries

Volunteers in Mission (VIM)

United Methodist Committee on Relief (UMCOR)

Christian Global Concerns

United Methodist Women (UMW)

DSGMs, GBGM Directors, and others

Staff of the Mission Education and Mission Personnel Program Areas

The Advance

Term of service:

- Four years or one quadrennium—as determined by the annual conference

Elected by:

- Annual conference



Photo: Christopher Hecker

C. THE CONNECTIONAL LINK



Photo: Jeanie Blammbaker

The Mission Education Program Area has the responsibility to interpret the work of the General Board of Global Ministries (GBGM) of The United Methodist Church. Conference mission leaders are important links in the connectional system. Your role is essential in training and connecting in God’s community throughout the annual conferences, districts, and finally the heart of the connection—local churches.

Your role is to ensure that the church always seeks to minister not only to the members within its walls, but also to the larger community. Linking the connection ensures that at the heart of the connection there is a functioning United Methodist congregation carrying out the mission and ministry of Jesus Christ.

STEPS FOR LEADING MISSION

1. Pray. Prayer is the center and foundation of all mission. Ask God for wisdom and guidance as well as blessing on all plans and programs developed and carried out.
2. Become acquainted with Global Ministries *Theology of Mission Statement*, the history of Global Ministries, and the structure of the United Methodist board or committee of Global Ministries in each area of the church organization (general, jurisdictional, annual conference, district, and local church).

3. Be knowledgeable about the mission work area in the local church.
4. Remain familiar with available mission resources.
5. Take advantage of all mission education learning opportunities available.
 - Attend a conference school of Christian mission in your annual conference for a week or weekend.
 - Participate in any job training opportunities within the jurisdiction or conference.
 - Organize a Global Ministries Seminar at Global Ministries headquarters for conference or district mission leaders.
 - If possible, take a mission travel/study seminar in the United States or other countries to become familiar with missionaries, international mission colleagues, and some of the work in which our church is involved.
 - Seek to organize or participate in an Academy of Mission Renewal event.
6. Finally, some general suggestions:
 - Every conference is different, so the mission plans in each differ.
 - Select what will work for you.
 - Use your own creativity and ingenuity to make your program interesting and meaningful.
 - Whatever you plan to do, do it well.
 - Make each mission activity exciting and important.
 - You are involved in the most important work in the world—sharing the good news of the gospel throughout the earth.

- Share your mission stories through your conference paper and website.

Keep Connected

With the Conference Board of Global Ministries and other mission committees.

Mission leaders are in a position to serve and support in any capacity. In addition, here are particular areas in which you may be involved:

- Serve as chairperson of the committee on education and interpretation of the Board. Convene the committee early in the year and develop immediate long-range goals and plans.
- Work with this committee in developing plans for mission education, interpretation, and the training of mission leaders in the conference, district, and local churches.
- Interpret to the Board some of the current issues and programs of Global Ministries and existing needs in the nation and the world.
- Assist the Board in its recommendations for an Advance Special program in the conference.

With the Bishop and Cabinet.

Since you may be leading activities involving the whole annual conference, making plans and helping to establish dates for meetings, it is essential that you develop close working relationships with the bishop and district superintendents.

- Organize a consultation between the district superintendents and the Conference Board of Global Ministries for recommendations before they appoint DSGMs.
- Discuss the need for a strong program of mission

education and interpretation, and the type of leadership development and training most needed each year. Overall strategy can thus be developed.

- Consult on the dates for training sessions and other meetings that are being planned.
- Take advantage of every opportunity to meet with the bishop and cabinet on needs and opportunities for mission. Understanding and friendship can be mutually helpful.
- Request the cooperation of the cabinet in observing and recognizing mission concerns at annual conference sessions.

With the planners of annual conference sessions.

You may have many opportunities to interpret the mission of the church and to stimulate greater participation in its mission program through your involvement at annual conference sessions. Here are a few suggestions:

- Encourage a fair ratio between World Service giving and the conference benevolence program.
- Interpret the mission of Global Ministries.
- Promote broader participation by local congregations in the six Special Sunday offerings.
- Promote mission education opportunities, such as mission studies related to the School of Christian Mission.
- See that visiting missionaries and nationals are introduced at conference sessions.
- Encourage and help prepare mission displays at annual conference.
- Encourage programs and events that will keep mission concerns before the annual conference.

With other annual conference leaders: Conference Director of Connectional Ministries or Conference Mission Executive.

- Be sure to clear all programs, plans, dates, and responsibilities with your DCM so that mission events and activities will be a part of the total conference program.
- Be sure to consider specific responsibilities of mission executives and DSGM to avoid duplication, confusion, and neglect of important tasks.

With United Methodist Women.

Mission leaders and United Methodist Women share common interests, so cooperative planning may be done. Itinerating mission interpreters, sending mailings to mission leaders, developing workshops and rallies, and recruiting mission personnel can all be done together.

- Develop a strategy for better coordination of planning for local mission studies related to conference schools of Christian mission.

With the Board of Discipleship chairperson or executive.

- Develop better understanding and use of mission materials in the church school curriculum.
- Develop better use of the mission study resources each year with all age groups in the church school.
- Cooperate in planning workshops, vacation Bible schools (VBS), and training events.

With the Conference Lay Leader.

- Offer to secure mission resources for laity programs.

- Interest him or her in participating in work teams and Volunteers-in-Mission events.
- Challenge him or her to learn about and assume responsibility for The Advance Special projects in which he or she may have an interest.

With District Secretaries of Global Ministries.

- Work with your DSGM as members of the conference committee on education and interpretation to develop goals and plans.
- Plan opportunities for training mission leaders in your conference annually. This may be within the conference or at a conference School of Christian Mission. Plan a visit to Global Ministries or to an event planned by the general church.
- Cooperate with Councils on Ministries to train local church leaders in every district.
- Develop plans for engaging and effectively itinerating mission interpreters in every district.
- Develop plans for district mission celebration events.
- Order and distribute videos and literature that support the promotional resources.
- Plan to attend and assist as many district mission events as your schedule will allow.

Consider the Process

- Evaluate the present mission programs, activities, and responsibilities of your Conference Board of Global Ministries.
- List what you are doing financially and educationally.

- List the needs, problems, weaknesses, and omissions with regard to mission in your conference.
- As a result of your evaluation and research, select some specific problems or needs you would like to work on.
- Write goal statements for each so you will have realistic, achievable goals that can be measured when accomplished.
- Plan your conference mission program for the year, keeping in mind the goals you have set.

Develop Relationships

- Relate in some capacity to United Methodist colleges/universities and community centers and other national mission institutions in your conference.
- Develop a relationship with the deans and directors.
- Offer General Board of Global Ministries displays at special events in colleges, universities, and community centers.
- Offer mission opportunities to interested students, especially the short-term young adult missionary programs.
- Plan visits to community centers.

The Qualities of a Mission Leader

It has been said: “The greatest movement or institution is simply the lengthened shadow of a good leader.” There is no question that great things happen because of good leadership. This is true in governments, schools, businesses, organizations, and the mission programs of a church. Churches with



Photo: courtesy of General Board of Global Ministries

good mission programs have good mission leaders.

What are the major characteristics of a good mission leader? Here are a few suggestions:

- **Depth of Inner Life**—Mission leaders know that real fruit comes from firm roots. It is important to find your own roots of faith with a disciplined life of daily prayer, Bible study, weekly worship, and the study of books that enrich your understanding of the faith.
- **Knowledge**—A good leader takes time to do his or her homework, studying the nature of mission in The United Methodist Church, the greatest needs in mission, the availability and most effective use of resources, and the methods other churches have used to build a strong mission program.
- **Direction and Goals**—Strong mission leaders have a clear idea where they want to go and the goals they want to accomplish. But they never impose these on others; they are leaders—not drivers.
- **Involvement of Others**—Quality mission leaders involve others in every phase of work rather than do the work or make the decisions by themselves. Leaders know that with involvement in the process, people gain a sense of ownership for the product. These leaders do not force people to act but stand before them and lead the way.
- **Plans**—Great mission leaders, in cooperation with their committee members, develop specific goals, have a plan to carry out the goals, and assign responsibilities to each person to implement the various phases of their program.
- **Gratefulness**—Good mission leaders show appreciation for the work of others and express gratitude to them.
- **Hard Work**—Able mission leaders are willing to work hard to enable a program to succeed.
- **Results**—Strong mission leaders focus on producing results. They are action-oriented—like Jesus. Jesus was not content just to be faithful. He produced results!