Equipping our staff

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If we talk about how to equip our staff, what is your first idea or priority? Education?
As we today speak about holistic – or integral – mission, we also need to speak about and reflect on how we recruit and develop integral staff and missionaries.

God has created us with a brain, consisting of a right and left part. We are not only (at least most of us) created with a cognitive left brain where we only relate to facts, reality and analysis. We are also human beings with creativity, fantasy and intuition. We do want to see results, but also need emotional experiences and excitements. We do need to learn "what to do", but also "how to be". Are these perspectives relevant for how we relate to our staff and equip them?

Or further: Is it relevant for us to take into consideration that God has not only created us with rationality and bright brains, but also with emotions, as social individuals and with a body that needs to function and being taken care of, physically and mentally?

Do we as employers and staff leaders have responsibilities for responding to social and physical needs as well as giving theoretical and practical tools to operate?
What impact do family life, social status and health conditions have on the ability of our staff to carry out their responsibilities and tasks and achieve our joint goals? And what are the requirements to us as leaders in that respect?

REQUIREMENTS:

1. **Needs of investments**

- Investment in time
- Investment in money

   The staff is the most important resource in our company. Among everything at disposal for an organization, human resource is the only resource that might increase in value. Everything else decreases. (Ralph Batta in Norwegian Veritas)

2. **Focus on vision and goals**

Every staff member needs to be aware of common vision and goals, understand and consider their own work as part of the overall vision
7. Why am I part of the staff?
8. What is the purpose of my employment/engagement?
9. What do I want/need to achieve
10. How does my part and work contribute to the overall vision and goal?

3. **Confirming individual vocation**

Every staff member should be reminded of and being confident in their own position

> *I have made myself a servant to all, that I might win the more;* [20] *and to the Jews I became as a Jew, that I might win Jews; to those who are under the law, as under the law,*[c] *that I might win those who are under the law;* [21] *to those who are without law, as without law (not being without law toward God,*[d] *but under law toward Christ*[e]*), that I might win those who are without law;* [22] *to the weak I became as*[f] *weak, that I might win the weak. I have become all things to all men, that I might by all means save some.* [23] *Now this I do for the gospel's sake, that I may be partaker of it with you. (1 Cor 9)*

4. **Motivation by encouragement**

Motivation is important than instructions
>11. "One minute boss": Surprise somebody in doing something right or good
>12. Only those who receive praise and support, are able to receive instructions

5. **Leadership involvement without control**

>13. Leadership through definitions of working areas
>14. Leadership through personal freedom
>15. Leadership through focusing on goals and results, not on detailed steering

6. **Staff involvement:**

>16. Tear down the pyramids
>17. Share responsibility and authority
>18. JoHarris window

JoHarris Window	**Known to others**	**Unknown to others**
Known to me	Open	Hidden

Unknown to me	Blind	Unknown

Jan H. Heitmanns window:

Attitude: Action:	Unconsciousness	Consciousness
Conformity	Passiveness Indifference	Stagnation
Individuality	Chaos Anarcy	Innovation 2 + 2 = 5 Creativity

7. **Educational programme**
   1. Regular teaching
   2. Study programmes
   3. Options for study leaves / sabbaticals
   4. Making resources available through intranet

8. **Stimulating initiatives for personal/individual development**

9. **Spiritual growth**

Daily devotions and intercession in staff

10. **Covering physical needs**

11. **Covering social needs**
    1. Staff meetings
    2. Excursions
    3. Entertainments
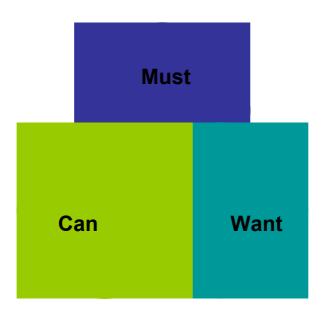   4. Marking birthdays

12. **The value of diversities**

In an organization there are three kinds of employees: Those who want to be pushed, those who do not want to be pushed, and those who push.

13. **Following wants and wishes**

As far as possible merging what the individuals
      27. **MUST** do in order to achieve individual and common goals
      28. **CAN** do according to qualifications
      29. **WANTS** to do according to own motivation:

Must

Can   **Want**

    Principles of leadership:

    Leading through presence, availability and encouragements
    Learning through, and allowing mistakes
    Living in openness and dialogue