



Workbook

SIM
By Prayer

We are called to FLOURISH as we serve.

What does a living ecosystem such as SIM look like when it is steadily flourishing? You probably have some good ideas, but none of us has all the answers.

What I do know is that our focus cannot change. Let us never take our eyes off communities where He is least known! Yet we cannot ignore the difficult conditions we work in—the hostile contexts, the barriers to the gospel, and the challenges of cross-cultural service. That is why we must *grow as we go* into a lost world.

How will we grow? Intentional, specific strategies can empower us to be flourishing, future-oriented and friendly. SIM will be equipping each of us in five key areas: care, team, ministry, outcomes, and development. These five words represent areas where we will be developing resources and flexible systems to help you grow as you go.

Please use this workbook personally and together with your team to uncover and enlarge your own insights. For each word, consider where SIM is doing it well, and where we need to give it more focus.

I hope you enjoy this process of setting down roots to help us flourish in this new season of SIM's ministry.



Dr. Joshua Bogunjoko
SIM INTERNATIONAL DIRECTOR

The vision of *Grow as We Go* is to:

- **Fulfil SIM's purpose:** Joyful and diverse workers bringing the good news of great joy to contexts where Christ is least known.
- **Bless SIM people:** The growth and healthy development of God's people, whether they are with SIM for a day or for a lifetime.

1 Ecosystem

The SIM ecosystem is a space for people to flourish. People in this ecosystem live in love and in God-honouring relationships. They are grounded in the Word and led by the Holy Spirit. They unite in purpose, demonstrating bold faith, purity, humility and generous grace.

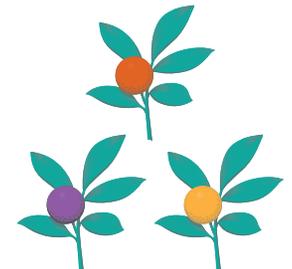


3 Priorities

Flourishing, Future, Friendly

These three words frame the posture SIM must have to thrive:

- **a flourishing organisation** with a culture that nurtures people (even in very difficult places),



- **a future organisation** that is investing in ideas and people that represent new generations and new contexts, and
- **a friendly organisation** that is welcoming and collaborative across generations, cultures and organisations.

5 Words

Care, Team, Ministry, Outcomes, Development



These five words fill out the three priorities within the ecosystem. **Care** and **team** represent our efforts to help workers flourish. **Outcomes** and **development** represent our efforts to help the organisation flourish. And **ministry** is the glue that ties the people to the organisation and helps us to accomplish our vision.

A flourishing people engaged in effective ministry together

Instructions

Set aside time to ask yourself the questions in this workbook. Write down your observations. We believe God will give you fresh understanding of what it means to flourish. Your reflections will also bring to light insights to share with the whole SIM community.

We invite you to:

1. Read the five key words and their definitions carefully.
2. Jot down insights, along with responses to the questions, for each key word.
3. Write a key thought that summarises your main insight.
4. Keep your workbook close at hand and continue to reflect on these five key words. Communicate with your team(s) and introduce others to *Grow as We Go*.

Read. **Respond.** **Summarise.** **Reflect.**



Care

How does CARE fit into our Purpose Statement?

Convinced that no one should live and die without hearing God's good news, we believe that He has called us to make disciples of the Lord Jesus Christ in communities where He is least known.

By investing in one another and journeying side by side, we can mature in prayer, spiritual vitality and dynamic outreach. And as we pray for our SIM ecosystem to flourish, we will wait expectantly for God to bless our community.

How do we define care?

Care is living out our biblical calling to love one another. We do this as we go about being and making disciples in communities where Christ is least known. Care isn't limited to a program; care happens as we love, listen and encourage one another. Care is intentional. To care is to pursue excellence in who we are and what we do.

Where do you see care in action?

Look for examples of where care is evident in your ministry and among your teammates.

Where is more focus needed?

Identify where more focus on care is required in order for SIM to flourish.

What are the components of care?

SIM people flourishing in our...	Care and development through...
<ul style="list-style-type: none"> Relationship with God (<i>Colossians 1:27b</i>) Relationship with others (<i>John 13:34</i>) Competence and effectiveness in ministry (<i>1 Corinthians 9:24</i>) Wellbeing and resilience (<i>Isaiah 40:43</i>) 	<ul style="list-style-type: none"> Spiritual vitality Family development Singles development Worker training and development Team training and development Care of the honourably wounded Church collaboration

Questions

1. What observable demonstrations of loving one another have you seen as you and your team have ministered where Christ is least known? Has your love for a fellow SIM worker or team member this week been a part of their overall care?
2. Do you find it easy to discover the needs, gifts and contributions of others or to share your needs, gifts and contributions with your coworkers? Why or why not?
3. How does your team measure excellence in a person's character or performance?
4. What does flourishing mean to you? How will "helping people flourish" affect SIM's ability to fulfil its purpose?
5. How could you be part of making the SIM ecosystem flourish from your area of influence and service?



Team

How does TEAM fit into our Purpose Statement?

Convinced that no one should live and die without hearing God's good news, we believe that He has called us to make disciples of the Lord Jesus Christ in communities where He is least known.

Resilient ministry teams feel heard and possess the spiritual and leadership resources to be sent cross-culturally, thrive as team members and innovate in hard places.

How do we define team?

A team is a group of people committed to each other, and to agreed-upon purpose and ministry outcomes. Their focus is to be and make disciples in communities where Christ is least known. A flourishing team is united in faith and strengthened through diversity. Communication and respect mark healthy teams. Together they care and develop one another in mutual mentoring relationships.

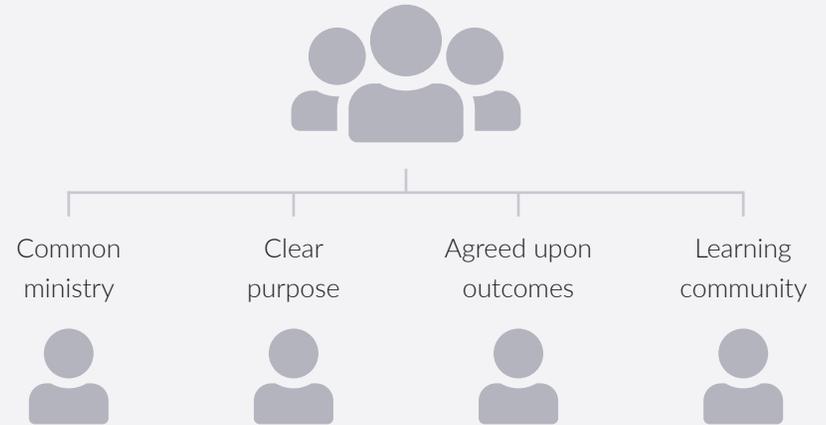
Where do you see team in action?

Look for examples of where team is evident in your ministry and among your teammates.

Where is more focus needed?

Identify where more focus on team is required in order for SIM to flourish.

What are the components of team?



Questions

1. What has been your most rewarding team experience since joining SIM? What made it so rich?
2. How does this definition of team differ from definitions (spoken or unspoken) that you have encountered in the past?
3. Have you observed a team that is particularly dynamic and impactful? What do you observe about their efforts?
4. What Scriptures can you think of that speak to teamwork and collaboration?
5. To what extent do you see yourself as a lifelong learner?
6. What skill do you need to develop as a team member to be a blessing to your team?



Ministry

How does MINISTRY fit into our Purpose Statement?

Convinced that no one should live and die without hearing God's good news, we believe that He has called us to make disciples of the Lord Jesus Christ in communities where He is least known.

As we find a common understanding of the word *ministry* and common systems that provide global organisational integrity with local flexibility, then greater understanding and insight can flow transparently between individuals, ministries, countries, regions and the global community.

How do we define ministry?

Ministry engages a community with love in the pursuit of kingdom outcomes. Through prayer, strategies and actions, ministry pursues outcomes that fit SIM's larger purpose. Ministry focuses on being and making disciples where Christ is least known. A ministry team has cohesive leadership, a clear plan, and specific outcomes.

Where do you see ministry in action?

Look for examples of where ministry is evident in your ministry and among your teammates.

Where is more focus needed?

Identify where more focus on ministry is required in order for SIM to flourish.

What are the components of ministry?



Questions

1. How does SIM's definition of ministry differ from other definitions of ministry you have encountered, both in SIM and elsewhere?
2. Which ministries do you know that show some of the characteristics of this definition?
3. What insights have you gained that might help you identify the variety of ministries in your own context and structure them appropriately?
4. Which area of the ministry definition needs extra focus and effort in your local context?
5. Which of the above components of a ministry, apart from prayer, do you believe have the greatest potential to help you and your teammates accomplish the ministry vision?



Outcomes

How do OUTCOMES fit into our Purpose Statement?

Convinced that no one should live and die without hearing God's good news, we believe that He has called us to make disciples of the Lord Jesus Christ in communities where He is least known.

Outcomes are a critical tool as we continually learn with humility. They help us collectively and consistently understand if we are making progress towards the ministry objectives that we feel God has put before us. We have expanded SIM's vision to reach even more people. In light of that, understanding our progress is key to making course corrections, recruiting new personnel and engaging partners to help fund the ministries.

How do we define outcomes?

Outcomes are tangible and spiritual transformations seen in lives and communities. They are the fruit of the ministries of SIM and its partners. Individual, team and community changes occur in behavior, knowledge, attitude, and belief. Organisational changes occur in capability, people development and care, faithfulness, efficiency and effectiveness. Outcomes represent the accomplishment of SIM's purpose.

Where do you see outcomes in action?

Look for examples of where outcomes are evident in your ministry and among your teammates.

Where is more focus needed?

Identify where more focus on outcomes is required in order for SIM to flourish.

Kingdom values of outcomes

Kingdom values	Change: The kingdom is earth-shaking, transformative, liberating, and joyful. This is the kingdom humanity has been waiting for since Eden. This is it!	Mystery: The kingdom comes gently, gradually, and mysteriously rather than by force, hurry, or manipulation.	Unity: The kingdom unites people under one Lord rather than feeding their competitive spirit. It is treasonous to evaluate anything in terms of its value for building our own little kingdoms.
Evaluation values	Process and outcome both valuable Transformed lives Innovation as part of stewardship Thinking forward from evaluation (goal is to build up not to blame and tear down)	Celebration of God's work Dependence on God Quantitative and qualitative both needed Thinking forward from evaluation	Collaboration not competition Local context is factored in (unity has diversity not standardisation)
Biblical values	Mark 1:15 <i>The time is fulfilled! The new era is beginning. Change, reorient to the new reality, and welcome the good news.</i>	Mark 4:28 <i>The farmer goes to sleep and gets up night and day, and the seed sprouts and grows, though he does not know.</i>	Matthew 8:11 <i>I tell you, many will come from the east and west to share the banquet with Abraham, Isaac, and Jacob in the kingdom of heaven.</i>

Questions

1. When someone talks about outcomes, what is your first reaction? What is behind that response?
2. How has your understanding of outcomes grown?
3. Can you recognise the difference between "outputs" and "outcomes"? Why does the difference matter?
4. What outcomes are applicable to your ministry? How might they help you celebrate achieving SIM's mission?
5. If you had more clarity about the impact your ministry was having, how might that affect how you move forward?



Development

How does DEVELOPMENT fit into our Purpose Statement?

Convinced that no one should live and die without hearing God's good news, we believe that He has called us to make disciples of the Lord Jesus Christ in communities where He is least known.

Personal and professional growth provide deep and lasting effect on your work with SIM; they foster a flourishing among all workers globally, resulting in spiritual and ministry impact.

How do we define development?

Development is nurturing people to reach their God-given potential. SIM desires to see people learn and grow in their relationship with God and with others. This growth will be seen in our love, in the embrace of diversity, and in ministry competence. Development strengthens the wellbeing, resilience and care of workers and teams. Development takes intentional investment. Its focus is people.

Where do you see development in action?

Look for examples of where development is evident in your ministry and among your teammates.

Where is more focus needed?

Identify where more focus on development is required in order for SIM to flourish.

What are the components of development?

SIM people flourishing in our...

- Relationship with God (*Colossians 1:27b*)
- Relationship with others (*John 13:34*)
- Competence and effectiveness in ministry (*1 Corinthians 9:24*)
- Wellbeing and resilience (*Isaiah 40:43*)

Care and development through...

- Spiritual vitality
- Family development
- Singles development
- Worker training and development
- Team training and development
- Care of the honourably wounded
- Church collaboration

Questions

1. a) In what ways have you personally experienced SIM's efforts to help you grow in relationship with God and others? b) How have you experienced SIM's efforts to help you gain the training required to effectively carry out your ministry work?
2. What skill is your ministry team missing that you wish SIM would help you to develop to bless those among whom you work?
3. With all the busyness of ministry, how do you make time for personal and professional development?
4. Can you think of a coworker who has taken the proactive step to make and accomplish some development goals? What have you witnessed in their life as a result of their efforts?
5. What will you do in your team or ministry to stimulate the development of your coworkers?

How will we grow as we go?

1 Ecosystem. 3 Priorities. 5 Words.

Flourishing

People living in community, rooted in Christ, fruitful in relationships, faithful in ministry, joyful in both suffering and victory, and growing in Christlikeness

Friendly

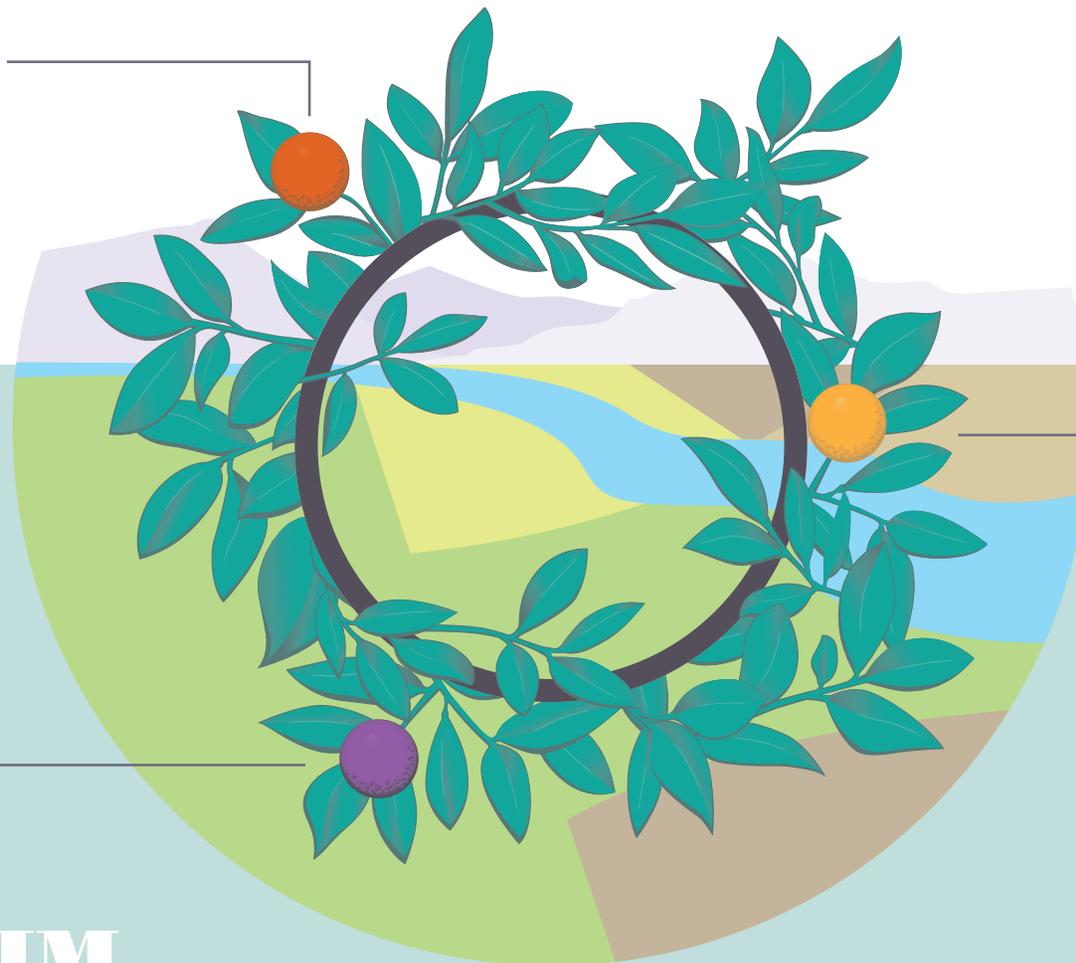
An organisation that is welcoming and collaborative across generations, cultures and organisations

Future

An organisation that invests in ideas and people who represent new generations and new contexts

Our Ecosystem

The SIM ecosystem is a space for people to flourish. People in this ecosystem live in love and in God-honouring relationships. They are grounded in the Word and led by the Holy Spirit. They unite in purpose, demonstrating bold faith, purity, humility and generous grace.



1 Ecosystem. 3 Priorities. 5 Words.

Join with the entire SIM ecosystem as we process what it means to grow as we go!



Ministry

Ministry engages a community with love in the pursuit of kingdom outcomes. Through prayer, strategies and actions, ministry pursues outcomes that fit SIM's larger purpose. Ministry focuses on being and making disciples where Christ is least known. A ministry team has cohesive leadership, a clear plan, and specific outcomes.



Team

A team is a group of people committed to each other, and to agreed-upon purpose and ministry outcomes. Their focus is to be and make disciples in communities where Christ is least known. A flourishing team is united in faith and strengthened through diversity. Communication and respect mark healthy teams. Together they care and develop one another in mutual mentoring relationships.



Care

Care is living out our biblical calling to love one another. We do this as we go about being and making disciples in communities where Christ is least known. Care isn't limited to a program; care happens as we love, listen and encourage one another. Care is intentional. To care is to pursue excellence in who we are and what we do.



Outcomes

Outcomes are tangible and spiritual transformations seen in lives and communities. They are the fruit of the ministries of SIM and its partners. Individual, team and community changes occur in behavior, knowledge, attitude, and belief. Organisational changes occur in capability, people development and care, faithfulness, efficiency and effectiveness. Outcomes represent the accomplishment of SIM's purpose.



Development

Development is nurturing people to reach their God-given potential. SIM desires to see people learn and grow in their relationship with God and with others. This growth will be seen in our love, in the embrace of diversity, and in ministry competence. Development strengthens the wellbeing, resilience and care of workers and teams. Development takes intentional investment. Its focus is people.



Leaders' Guide

This Leaders' Guide will help you to engage with your team(s) about these words in collaborative and creative ways. The goal is to equip you to walk alongside those you lead in thinking through these terms, then sharing what you learn together with the larger SIM family.

Visit www.sim.org/growaswego for further resources.

How to use this resource

Over the next several pages, you will be introduced to the five words. Through interaction with many people in SIM, we have shaped each definition to represent our collective insight and direction.

Below each definition, you will find discussion questions to use in team settings. We encourage you to build these discussions into your existing meetings as appropriate, not to make new meetings. In this way, you can relate these terms and the discussions to your regular team topics and activities.

Finally, we will share a team activity that you may consider using to help your team work through the term and think about it in a creative way.

How should we understand the moment SIM is living in?

Our SIM community has been on a journey of grasping the huge task in front of us, captured by our Purpose Statement:

Convinced that no one should live and die without hearing God's good news, we believe that He has called us to make disciples of the Lord Jesus Christ in communities where He is least known.

This renewed focus has led to launching new ministry initiatives, expanding work in existing countries, and pioneering brand new work. These have been years of lifting our eyes and launching out, *by prayer*, as we have focused on proclaiming the good news where Christ is least known.

However, what happens if all this ministry and organisational growth is not paired with the growth of our people's passion, faith and skill? Our faithful service will lead to lasting fruit only if we shepherd intentionally; helping those in our ecosystem to flourish and grow in spiritual vitality.

We need to keep our purpose and the growth of our people in balance. We must simply *grow as we go!* If we seek to grow in Christ as we sacrificially go, we will see God's work done in our lives and in those we serve where Christ is least known. It is exciting to fulfil our purpose, but we won't finish well if we don't have the right foundation.

By investing in one another and journeying side by side, we can mature in prayer, spiritual vitality and dynamic outreach.



Care

Equipping your team to learn

Interact with your team about how member care has been perceived and how this definition looks at care more broadly. Ask them to consider the role of care in their effectiveness and ability to flourish. Push your team to think beyond the emotive elements of care to the broadest ways they might give or receive care.

Definition

Care is living out our biblical calling to love one another. We do this as we go about being and making disciples in communities where Christ is least known. Care isn't limited to a program; care happens as we love, listen and encourage one another. Care is intentional. To care is to pursue excellence in who we are and what we do.

Notes

Interaction questions

1. a) How does the definition of care affirm, challenge and expand your understanding of care? b) What will it look like if care is part of the culture of your team and ministry? c) Please share and explain your visual product.
2. a) What is the relationship between care and the pursuit of excellence? b) What does the pursuit of excellence look like? c) Please share and explain your visual product.
3. a) How would your team and ministry be different with care in place? b) What would your team and ministry look like if they were flourishing? c) Please share and explain your visual product.

Activity

You will need a large blank sheet of paper that each team member can access around a table. Alternatively, provide each person with their own blank sheet of paper. Also provide coloured pencils or markers for drawing.

Once everyone is seated with supplies in front of them, ask the "a" question to stimulate a short verbal discussion, then move to the "b" question and ask people to consider it personally through reflection and drawing, and then move to the "c" question, allowing people to share their drawings with the team.

Encourage your team members to focus on the process of analysis and learning, and not to worry about the quality of their artistic skills. Visualisations can consist of drawings, diagrams, symbols and text. It does not matter how they look, as long as everybody feels that they understand one another's visual products. Above all, have fun!



Team

Equipping your team to learn

Everyone has been on a team of one kind or another in their lifetime. Some of those experiences have been uplifting and empowering. Others have been very difficult. Don't assume that everyone on your team has had the same kind of team experiences. Instead, engage your team about the concept of team from the standpoint of what they observe around them and how they can incorporate more elements of a healthy team together.

Definition

A team is a group of people committed to each other, and to agreed-upon purpose and ministry outcomes. Their focus is to be and make disciples in communities where Christ is least known. A flourishing team is united in faith and strengthened through diversity. Communication and respect mark healthy teams. Together they care and develop one another in mutual mentoring relationships.

Notes

Interaction questions

1. Since teams exist for a specific purpose, is our team in agreement and working together toward our stated ministry purpose?
2. How can our team improve our focus on “being and making disciples in communities where Christ is least known”?
3. What does a flourishing team look like in our context? How can we improve mutual care and development of one another?

Activity

Our SIM teams have often been organised on the basis of common functions, location, or ministry affinity. In order to facilitate embrace of this emerging understanding of team, as defined above, have each team member (or with another) work through these questions, then come together to discuss them.

- Describe how each of you have understood or experienced team.
- How and why is your conception of team different from what is written above or what others have shared?
- What are the implications and challenges of the above definition of team?
- Is this understanding of team intimidating in any way?



Ministry

Equipping your team to learn

Because SIM is using this word to frame how the organisation will engage with the work of missionaries, this is a very utilitarian concept. Treat it as an opportunity to see how your team is doing in understanding the implementation of ministry focus. Download the Ministry Fact Sheet from www.sim.org/growaswego, and highlight the diagram with the various components of ministry.

Definition

Ministry engages a community with love in the pursuit of kingdom outcomes. Through prayer, strategies and actions, ministry pursues outcomes that fit SIM's larger purpose. Ministry focuses on being and making disciples where Christ is least known. A ministry team has cohesive leadership, a clear plan, and specific outcomes.

Notes

Interaction questions

1. We are refining how we use the word "ministry." Would you consider yourself involved in a ministry? Why or why not?
2. If you are not involved in a ministry, as it is defined, what changes to your existing activities do you need to consider? What other ministries are already clearly defined in your geographical or topical area of work?
3. As we transition to viewing our personnel, activities, strategies and related projects through a commonly understood lens of ministry, is the rationale for the transition clear, or is further work needed before we can think of them that way?

Activity

Take the elements of a ministry from the Fact Sheet. Assign one of those items to each of your team members (or groups of members). Then ask them to assess your ministry on the item assigned, as well as list five things that they think could be done to further develop that ministry in that area. Bring those brainstorming ideas back together for discussion.



Outcomes

Equipping your team to learn

There are various theological views about measuring outcomes. Watch this video "Focus on Ministry" (<https://vimeo.com/281310598>) introducing how ministry and outcomes work together in SIM. Also download the corresponding Fact Sheet from www.sim.org/growaswego.

Definition

Outcomes are tangible and spiritual transformations seen in lives and communities. They are the fruit of the ministries of SIM and its partners. Individual, team and community changes occur in behavior, knowledge, attitude, and belief. Organisational changes occur in capability, people development and care, faithfulness, efficiency and effectiveness. Outcomes represent the accomplishment of SIM's purpose.

Notes

Interaction questions

1. How have we used the word "outcomes" in our team? How is it the same or different than the definition given here?
2. If we had information about how we are doing in accomplishing our outcomes, how might that information impact how we participate in various ministries?
3. Does the kingdom-centred outcomes approach make it easier or harder to imagine working towards outcomes?

Activity

Look at the Outcomes Fact Sheet on the *Grow as We Go* website. Highlight the Kingdom Values in the Outcomes Chart with your team. Break them up into three smaller groups around the three key values in the chart. Ask them to identify one change they would like to see in those they serve, one place where mystery is a reality in your work, and one place where you hope unity is a result of better understanding your ministry. Then bring the groups back together and talk about these three values and how you incorporate them in your understanding of measuring outcomes.



Development

Equipping your team to learn

This topic gives you a chance to find out the development needs of your team. With the expansion of SIM's vision over the past years, this is your opportunity to understand the areas of personal and professional development needed by your team members as you seek to serve them.

Definition

Development is nurturing people to reach their God-given potential. SIM desires to see people learn and grow in their relationship with God and with others. This growth will be seen in our love, in the embrace of diversity, and in ministry competence. Development strengthens the wellbeing, resilience and care of workers and teams. Development takes intentional investment. Its focus is people.

Notes

Interaction questions

1. a) In what ways have you experienced SIM's efforts to help you grow in your relationship with God and others, and gain the training required to effectively carry out your ministry work? b) What did this look like? c) Please share and explain your visual product.
2. a) How does the practice of diversity and depth of competence facilitate kingdom outcomes? b) What does this look like? c) Please share and explain your visual product.
3. a) How do you see development enhancing your wellbeing and resilience, as well as that of your team members? b) What do wellbeing and resilience look like? c) Please share and explain your visual product.

Activity

You will need a large blank sheet of paper that each team member can access around a table. Alternatively, provide each person with their own blank sheet of paper. Also provide coloured pencils or markers for drawing.

Once everyone is seated with supplies in front of them, ask the "a" question to stimulate a short discussion; then move to the "b" question and ask people to consider it personally through reflection and drawing; and then move to the "c" question, allowing people to share their drawings with the team.

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