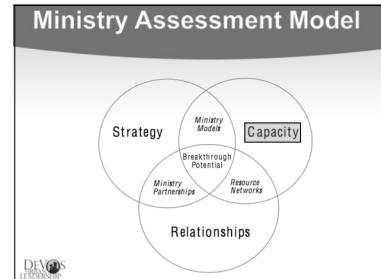


**Leadership & Management
of Urban Youth Ministry**

Day 2

Presented by Jeremy Del Rio, Esq.
www.JeremyDelRio.com

**Bagged Lunch and a Drop of Oil:
Multiplying Re\$ources for Urban Ministry**



Are you:

Called ... but under funded?
Impassioned ... and hungry for more?
Broke ... and feeling alone?

The Question

**How do urban youth workers
pay the bills and buy the stuff
necessary to get the job done?**

Let's explore how to turn
tuna fish and empty bottles
into resources for urban ministry.

Jesus Receives an Offering

Few stories told in all 4 gospels. This is one of them.
Matt 14 / Mark 6 / Luke 9 / John 6

- 5,000 men, plus women and children.
- Jesus tells disciples: "Give them something to eat"
- The disciples didn't get it. The masses were confused and hungry.
- But a boy with a bagged lunch understood, and his tuna fish sandwich fed them all.

A Widow Saves her Children

2 Kings 4:1-7

- A husband's debts plus a cranky creditor nearly cost a widow her sons' freedom.
- The prophet's response: What's in your hand?
- A few drops of oil and a town full of jars later, she bought their freedom.
- It was only after she ran out of containers that the oil stopped flowing.

"In the beginning God created..."

Both stories follow a creativity model fashioned by an inherently creative God.

We serve and represent that God in the communities where He called us.

What model did He demonstrate "in the beginning" that helped a widow save her kids and allowed for a boy's lunch to feed 5,000?

God's Creative Context

Formless. Empty. Dark - Genesis 1:2

"Now the earth was (a) formless and empty, darkness was over the surface of the deep, and the Spirit of God was hovering over the waters."

BUT, God's Spirit "hovered" in that place and was not constrained by limitations.

What is your creative context?

What constraints make your situation formless, empty and dark?

- Formless: Building from scratch. Dysfunctional community, families, culture, churches. Broken lives.
- Empty: Insufficient funding, space, equipment, staff
- Dark: Confusion. No direction.

What evidence of the "Spirit's hovering" do you see present in your situation?

Share with your neighbor some of the assets that exist ...

- In your youth & families
- In your neighborhood
- In your leaders

The Model in Action

A Widow Creates (2 Kings 4)

- Empty, formless, and void
"His creditor is coming" to enslave sons (v.1)
- The Spirit hovered
"He revered the Lord." (v.1)
- Light turned on (Day 1)
"How can I help you?" (v.2)
- Established horizon (Day 2) God created the sky.
"What do you have in your hand?" (v.2)
- Rearranged resources (Day 3) God called the dry land "ground" and the gathered water "sea"
"Nothing, ... except a little oil." (v.2)

- Prepared environment (Day 4) Light to rule the day and Darkened the night.
Find empty jars and, "Don't ask for just a few." (v.3)
- Experienced God's provision (Day 5-6) God created fish and animals
Pour oil in the jars (v.4)
- Reproduced and ruled (Day 6) Created man in His own image.
She kept pouring (v.5)
- Rested – (Day 7) God saw all He made and called it good.
When there were no jars left, the oil stopped flowing. (v.5)

The Model, in your Context

- Are you encouraged by what you listed?
- Can your kids and other leaders sense your defeat?
- Are your words bringing life or death?

Turn the lights on!

- Assess current realities.
- Educate yourself & team
- Study
- Relate.

Contrasting the "Needs" vs. "Assets" approach to Community Development	
Focuses on deficiencies	Focuses on effectiveness
Makes people consumers of services, builds dependence	Identifies ways that people can give of their talents
Residents have little voice in deciding how to address local concerns	Seeks to empower people

- Establish horizon; vision cast. The sky's the limit.
- Rearrange existing resources and prepare environment for sustainable growth. What's already in your hand?

- Establish measurements and methods for evaluating milestones.
- Allow for God's provision
- Reproduce leaders and multiply yourself
- Rest

Tools for the process

• Asset Mapping
Helps identify existing and future resources for sustainability.

What are the Assets/Resources in Your Community?

YOUR NETWORK
Build a list of names that you could mail a newsletter to on a regular basis to help inform them of your ministry.

POSITIVE YOUTH DEVELOPMENT
What strengths, skills and resources do your students have? Are they athletes? Are they in ASB?

COMMUNITY ASSOCIATIONS
Build a list of community associations in your city.

LOCAL GOVERNMENT
Build a list of local officials (elected and appointed) in your community.

COMMUNITY DONORS
Build a list of potential donors with whom you do not have a current relationship, but are concerned about the youth in your community.

LOCAL FOUNDATIONS
List any local foundations

Fundraising Ideas

1. Letter Writing Campaign
2. Yard Sale
3. Sports Tickets
4. Bake/Tamale/Candy Sale
5. Rent A Kid
6. Krispy Kreme or other Restaurants
7. Car Wash
8. Spaghetti Feed
9. Community Discount Cards

A Framework for Developing Assets

Search Institute researched 2 million young people since 1989.

Identified 40 "Developmental Assets":

"Concrete, common sense, positive experiences and qualities essential to raising successful young people in our culture"

Asset Categories

- External to individual youth
 - A. Support
 - B. Empowerment
 - C. Boundaries & Expectations
 - D. Constructive use of Time (opportunities)
- Internal to individual
 - E. Commitment to Learning
 - F. Positive Values
 - G. Social Competencies
 - H. Positive Identity

External Assets

- A. Support**
1. Positive family support
 2. Positive family communication
 3. Other adult relationships
 4. Caring neighborhood
 5. Caring school climate
 6. High achievement in schooling
- B. Empowerment**
7. Community values youth
 8. Youth as resources
 9. Service to others
 10. Safety
- C. Boundaries & Expectations**
11. Family boundaries
 12. Neighborhood boundaries
 13. Neighborhood boundaries
 14. Adult role models
 15. Positive peer influences
 16. High expectations
- D. Creative Use of Time**
17. Creative interests
 18. Youth programs
 19. Religious community
 20. Time at home

Internal Assets

- E. Commitment to Learning**
21. Achievement motivation
 22. School Engagement
 23. Homework
 24. Attitudes toward school
 25. Reading for pleasure
- F. Positive Values**
26. Caring/compassion
 27. Integrity and social justice
 28. Integrity
 29. Honesty
 30. Responsibility
 31. Restraint
- G. Social Competencies**
32. Planning and decision making
 33. Interpersonal competence
 34. Cultural competence
 35. Resilience
 36. Peaceful conflict resolution
- H. Positive Identity**
37. Personal power
 38. Self-esteem
 39. Sense of purpose
 40. Positive view of personal future

Yes, we are under-resourced, but let's be creative about identifying the resources (beyond just money) that are "hovering in our midst".

Fund Raising for Urban Youth Ministry

Presented by Dr. Larry Acosta
President, Urban Youth Workers Inst.

Planning for Greatness

Adapted from *Good to Great and Good to Great and the Social Sector*,
by Jim Collins

Review

- 1. Strategic Leadership:** systematically, continuously, effectively add value over time by transforming purpose into performance.
- 2. Vision** requires BOTH an understanding of who we are and why we exist (our Core values and mission) and a vivid understanding of where we are going - what we want the world to look like in the future (BHAG)
- 3. Strategic Thinking** operates on three levels: conceptual, analytical, and operational.

Good to Great

**Disciplined People +
Disciplined Thought +
Disciplined Action =>
Flywheel of
Organizational Greatness**

Assumption

Good is enemy of great

- Don't import mediocre business practices.
- Do adopt a language and culture of greatness: becoming who God called us to be.

Great Ingredients

1. Disciplined People

- Level 5 Leaders
Personal humility + professional will
- First who, then what.
Get the Right People on the bus.

Jesus chose 12 and said: Follow me.

2. Disciplined Thought

- Stockdale Paradox: confront brutal facts, yet never lose faith
- The Hedgehog Concept: Keep it simple and focused

3. Disciplined Action

- Culture of discipline
- Technology accelerators

Defining "Great"

First step:
Define metrics relative to mission

Evaluate:

- Superior performance
- Distinctive impact over time
- Lasting endurance

***Would you be missed
if you ceased to exist?***

Inputs/Outputs

- Separate inputs and outputs
- In social sectors (unlike business) money is an input (not output)
- Be accountable for outputs

"How effectively do we deliver on our mission and make a distinctive impact relative to resources?"

Creative Imagination Exercise

You are a community network of youth service providers who have organized to confront educational inequity. No formal organization or budget. Local schools graduate 33% and average graduates read at 8th grade level.

What are your inputs/outputs?

Inherently Dynamic

Greatness:
An inherently dynamic process.

- No matter how much we achieve, always good relative to what we can become.
- Think of yourself as great, and the slide to mediocrity is underway.

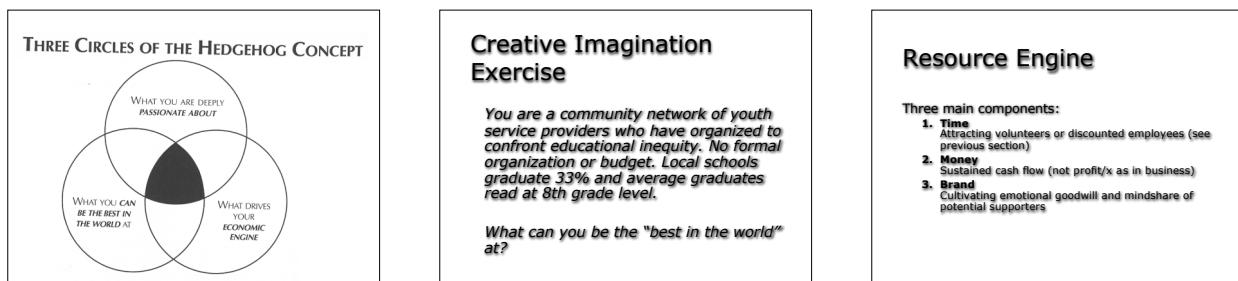
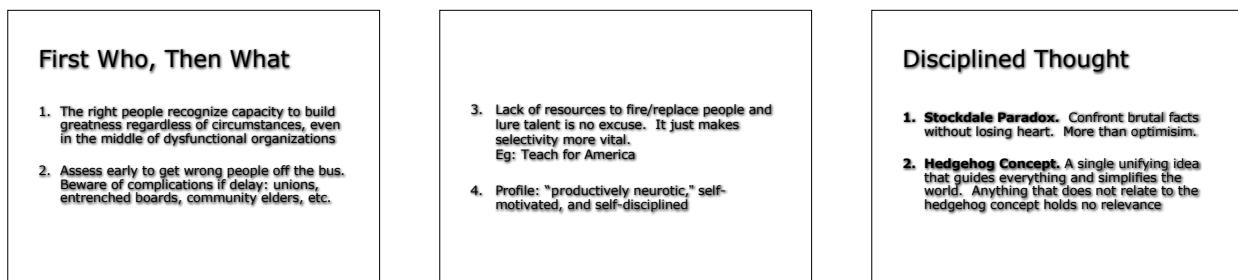
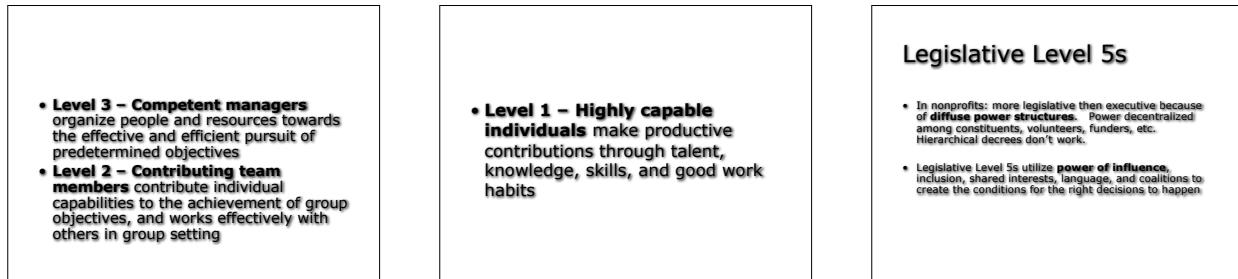
1. Disciplined People

Level 5 Leaders

- Relentlessly pursue the mission
- Regard it as bigger than the personality.

Leadership Levels

- **Level 5** – Builds enduring greatness through paradoxical blend of personal humility and professional will
- **Level 4 – Effective leaders** catalyze commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards



Money

Revenue models vary wildly

- | | |
|--------------------|----------------|
| + Fees for service | + Contracts |
| + Products | + Donations |
| + Private grants | + Gov't grants |

Variance emphasizes importance of hedgehog principle.

- Don't be seduced by "time-telling" funding opportunities, including restricted giving.
- Long-term success requires clock-building.

Reject income that deviates from the center of the circles

1. Identify passion AND what you can best contribute to the communities you touch.
2. THEN create a way to tie resource engine directly to those two circles.

How does resource engine reinforce what you can do best?

Leadership & Management of Urban Youth Ministry

Day 3

Presented by Jeremy Del Rio, Esq.
www.JeremyDelRio.com

The God Who Sees Me

Hagar Case Study

- Gen 16: 8-13
- Gen 17: 7, 20-26
- Gen 21: 17-20

Overcoming Blind Spots

- James 1:22-27
- Matt 7:1-6

Review

Disciplined People +
Disciplined Thought +
Disciplined Action =>
Flywheel of Organizational Greatness

HW

Who is Mr. Stockdale?



Creative Imagination Exercise

You are a community network of youth service providers who have organized to confront educational inequity. No formal organization or budget. Local schools graduate 33% and average graduates read at 8th grade level.

What's your resource engine?

Planning for Greatness

Part 2

Adapted from *Good to Great* and *Good to Great and the Social Sectors*, by Jim Collins

3. Disciplined Action

Create Culture of Discipline, nurtured by "The Council"

1. Ask questions, guided by the three circles
2. Dialogue and debate, guided by the three circles
3. Make decisions, guided by the three circles
4. Autopsies and analysis, guided by the three circles

The Council

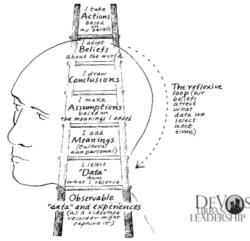
Characteristics of the Council:

- A device to gain understanding about important issues facing the ministry
- Assembled and used by the senior executive and usually consists of 5-12 members
- Each member has the ability to argue and debate in search of understanding, not to win a point or protect parochial interests

- Each member retains the respect of every other member without exception
- A range of perspectives, but each member has deep knowledge about some aspect of the ministry and/or the environment in which it operates
- Includes key members of the management team, but is not limited to members of the management team, nor is every executive automatically a member

- The Council is a standing body, not ad hoc for a specific project
- Meets periodically, as much as once a week or as infrequently as every three months
- Does not seek consensus, which may be at odds with intelligent decisions.
- The responsibility for final decisions remains with the senior executive.
- May be an informal body
- No one "right" name.

The Ladder of Inference



Technology Accelerators

- Not all tech is created equal to the mission
- The right tech propels the mission

What technology best serves your Hedgehog Concept?

4. Turning the Flywheel

Build momentum by building the brand

- A. Focus on hedgehog concept produces results.
- B. Results attract resources and commitment, which you use to build a strong organization.
- C. Strong organizations deliver better results, which attract more resources and commitment, etc.

Brand

Harness flywheel by building brand.

- It's not enough for people to believe in your mission.
- They must also believe in your ability to deliver on the mission.

CONSISTENCY distinguishes the truly great: effort, Hedgehog Concept, core values, time

A Pocket of Greatness

Don't obsess over what you can't control

- What can you do today to create a pocket of greatness, despite the brutal facts of your environment?
- "Greatness is not a function of circumstance." Rather, it's "largely a matter of conscious choice, and discipline."

"What's in your hand?"

Igniting Momentum

Adapted from the *Tipping Point*,
by Malcolm Gladwell

The Problem and Opportunity of Epidemics

Function of:

- People who transmit infectious agents
- The infectious agents themselves
- The environment in which they operate

Corollary "Rules"

1. The Law of the Few
2. Stickiness Factor
3. Power of Context

Law of the Few

Nature of the Messenger (First Who...)

1. Connectors (Social Glue)
2. Mavens (Data Banks)
3. Salesmen (Persuade the Unconvinced)

Creative Imagination Exercise

You are a community network of youth service providers who have organized to confront educational inequity. No formal organization or budget. Local schools graduate 33% and average graduates read at 8th grade level.

Who are the Connectors, Mavens, and Salesmen at this table?

Stickiness Factor

Nature of the Message (... Then What)

1. Contagious
2. Memorable
3. Inspires action

You can "tip the message by tinkering with the presentation."

Creative Imagination Exercise

You are a community network of youth service providers who have organized to confront educational inequity. No formal organization or budget. Local schools graduate 33% and average graduates read at 8th grade level.

What's our message and is it "Sticky"?

Power of Context

Contextual Changes Matter (When and Where, not just Who and What)

1. Specific and relatively small elements in the environment can serve as Tipping Points.
2. "Bad" choices aren't always a function of "bad" people, and vice versa.

Changing the signals can trigger a different response

Creative Imagination Exercise

You are a community network of youth service providers who have organized to confront educational inequity. No formal organization or budget. Local schools graduate 33% and average graduates read at 8th grade level.

What context changes suggest ripeness?

The Rule of 150

Crossing the line = one small change that can make big impact.

- Unity
- Common Relationship
- "Transactive memory"

Pay it Forward

"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has." - Margaret Mead

Summary

What stuck?

Case Study: 20/20 Vision for Schools

Download the 20/20 Vision presentation here:

<http://2020.coalitionnyc.com/2009/04/01/video-training-vision-workshop-introduction-to-the-matrix>

Includes video, powerpoint, lecture notes, and more.