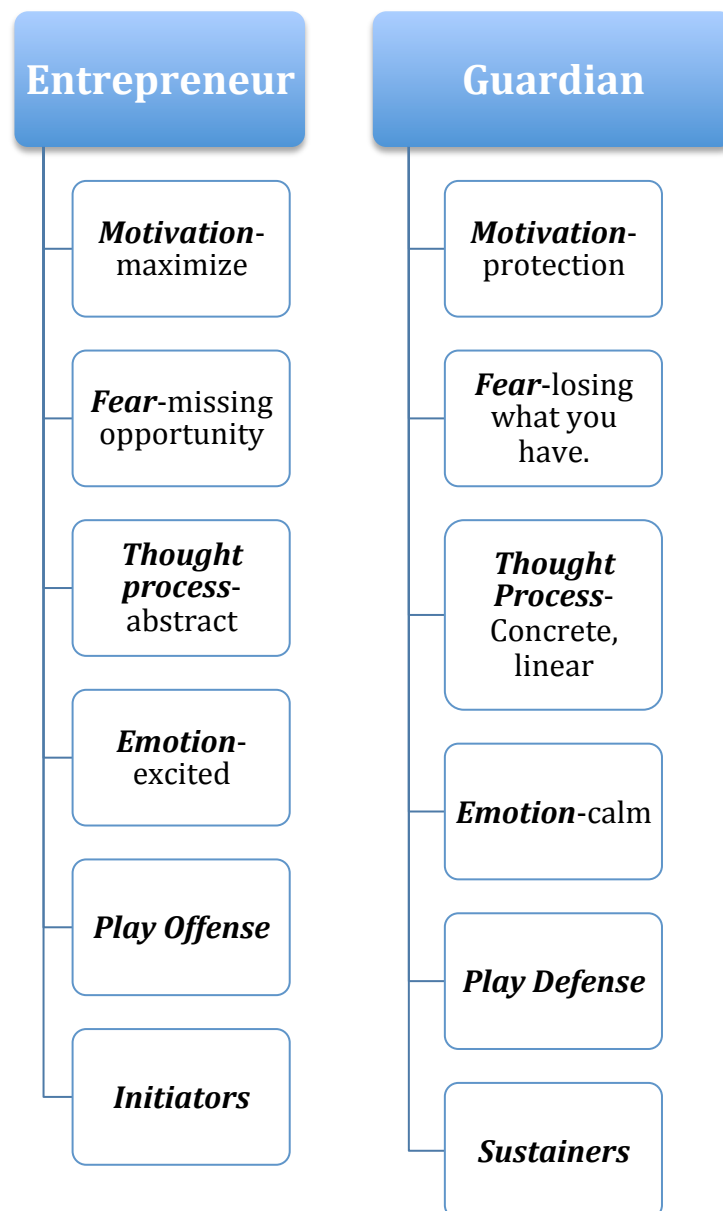


The Entrepreneur and the Guardian

The chart below lists the differences between Ministry Guardian and Ministry Entrepreneur. While reading John Ortberg's comparison of the Impulsive and the Resister in "All the Places to Go," (for review, go to Chapter 7 in the book for the overview of Impulsive and Resister) it prompted more thought on how people are motivated and how we make decisions. Reading the latest research in motivational science, a ministry model for motivation started to develop. No one is all one or the other, but research suggests we are primarily one over the other. Here are the major considerations distinguishing these 2 motivational models.



Why is this important? Research suggests everyone has tendencies in both groups, but we have a dominant influence. Realizing you have both groups in your church, learn how to speak the respective language of each group. For instance, Guardians tend to look for what might go wrong. Pushed to an extreme, they become very negative. Yet, Guardians realize the value of “doing our homework” before we move too quickly. Entrepreneurs, on the other hand, will encourage you to step out on faith and are more comfortable with ambiguity. As a leader, learn how to see how each one balances out the other.

As you build your Open Doors team, keep in mind how each group might bring balance to the team. While Entrepreneurs will give energy to move, the Guardians will force you to do your homework.

Leading Guardians and Entrepreneurs

In Open Doors, leading these motivational types doesn't require exhaustive testing or a gifts inventory (although we will develop more tools later for churches). Most people can read the characteristics of each ministry model and know the primary motivational model that fits. Once again, knowledge here will primarily impact how you communicate (see above). For instance, realize you must communicate vision as a destination (entrepreneurial) and the process that led you to that conclusion (guardian).

(Note: Much of Open Doors is encouraging ways to connect with Entrepreneurs more than Guardians. That emphasis isn't to communicate a gap in importance between the models but to give help where most churches need it most. In other words, the Guardians normally have places to plug into ministry in most churches. Entrepreneurs, on the other hand, have been on the sidelines because ministry is typically prescribed more than delegated. Entrepreneurs are not traditionally given permission to innovate or seek opportunity for fear we might lose control. Open Doors is your change agent to give structure to that conversation.)

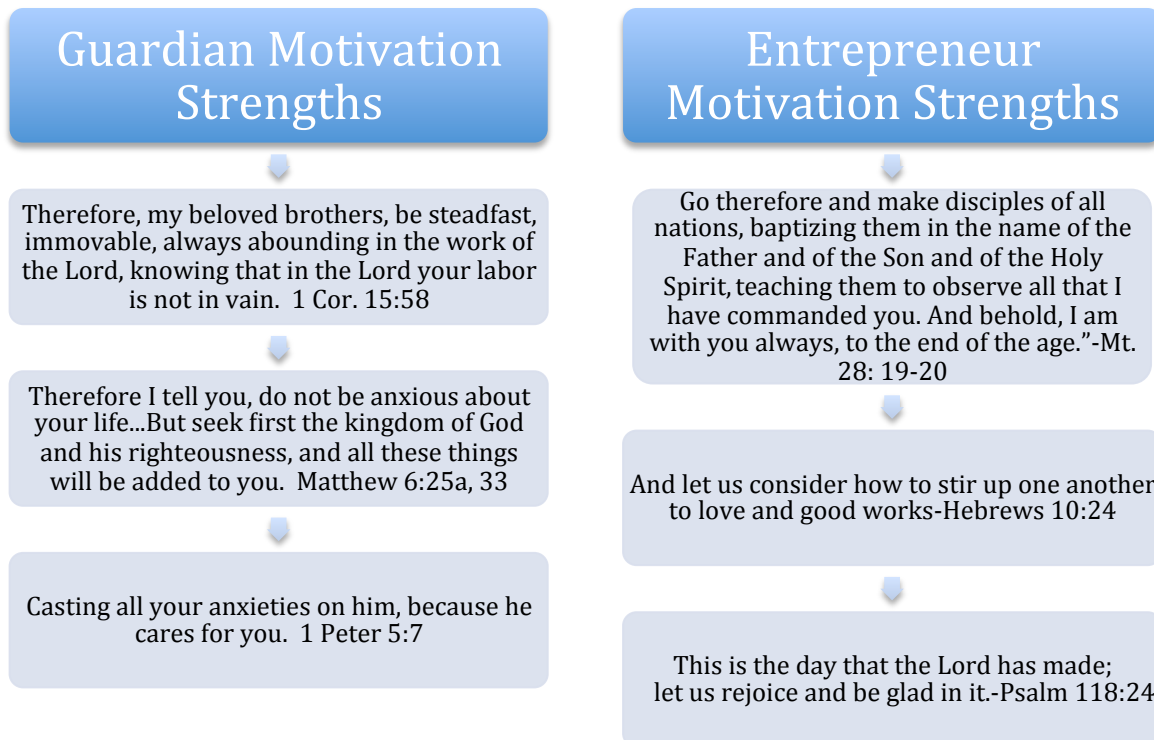
You lead Ministry Entrepreneurs by:

- Communicating with Urgency.
- Delegate authority that empowers action.
- Help people discover a calling more than prescribe a job. You must create an atmosphere that is nurturing.
- Challenge with innovation opportunities within a broader context-i.e. Leverage work with trusted ministry partners or innovate with existing ministry initiatives.
- Instead of prescribing every work, liberate to discover the work that God has for them. Enable by removing barriers. Encourage to “go and bless.”
- The Entrepreneur has some of the negative issues of the Impulsive (think Peter). Those negatives include:

- Tend to under think process
- Move too fast
- Strong willed and occasionally stubborn
- Distrust weakness

You lead Ministry Guardians by:

- Unpacking your approach and homework. Guardians are looking for evidence that leads to action.
- Giving them responsibilities of implementation. Guardians will often enable the ideas of your Entrepreneurs to become reality.
- Embrace their realism and insight to what might go wrong. To Guardians, they aren't being negative, just thorough.
- Build on legacy. The past gives a track record for understanding. The axiom, "those who ignore the past are doomed to repeat it" fit the Guardian M. O.
- Help them realize everything can't be proven in advance. We understand some things only when we take a step and are moving, so don't be controlled with the paralysis of analysis.
- The Guardian has some of the negative issues of the Resister (think Jonah or Gideon)



Before making decisions, the Entrepreneur (Impulsive) would benefit from John's advice in the book:

- Ask counsel from wise friends before plunging forward with an idea.
- Cultivate relationships with people who are not only wise but also strong enough to hold you accountable.
- Spend time praying about a potential open door before assuming that your intuition is a divine command.
- Study and read about an area of need before you commit yourself to action.
- When you come to the end of a season of activity, spend some time in reflection, perhaps with wise people you trust, so that you can become a wiser person before you go on to your next contest.
- Make a commitment, and then actually stick to it even when the next impulse, which looks so much more fun, comes along.

Ortberg, John (2015-02-24). All the Places to Go . . . How Will You Know?: God Has Placed before You an Open Door. What Will You Do? (p. 174). Tyndale House Publishers, Inc.. Kindle Edition.

The Guardian (Resister) would be more effective if they:

- Fail at something. When it happens, let people know. Discover that failure isn't fatal.
- Try being wrong. Try letting other people know that sometimes you are wrong.
- Find a project so big that you know you cannot do it unless God is helping you. Commit to it.
- Hang around with some impulsive types. Watch how they take risks without actually dying. Real-life modeling is a great way to learn.
- Practice going through small doors. Compliment a stranger, volunteer for an extra assignment at work, write a letter to someone you admire (without including your credentials next to your name).
- Make a decision that's good enough instead of perfect. The next time you're at a hotel and the TV gets four hundred channels, just watch the first good show you run across, rather than monitoring all four hundred channels first so you can prove you watched the best show.
- Be scared. Obey God anyway.

Ortberg, John (2015-02-24). All the Places to Go . . . How Will You Know?: God Has Placed before You an Open Door. What Will You Do? (p. 175). Tyndale House Publishers, Inc. Kindle Edition.

Open Door Stories

Stories play a huge role in your Open Doors campaign. Open Doors will intersect with real life and, depending on your dominant ministry motivation, you pull from stories those things that motivate you. Entrepreneurs listen for stories of great gain and seizing opportunity. Guardians engage with stories emphasizing thinking wisely and pulling the right clues from the ministry challenge.

In the book, *Focus: Use Different Ways of Seeing the World for Success and Influence*, Halverson and Higgins, motivational difference is seen in the example of purchasing a

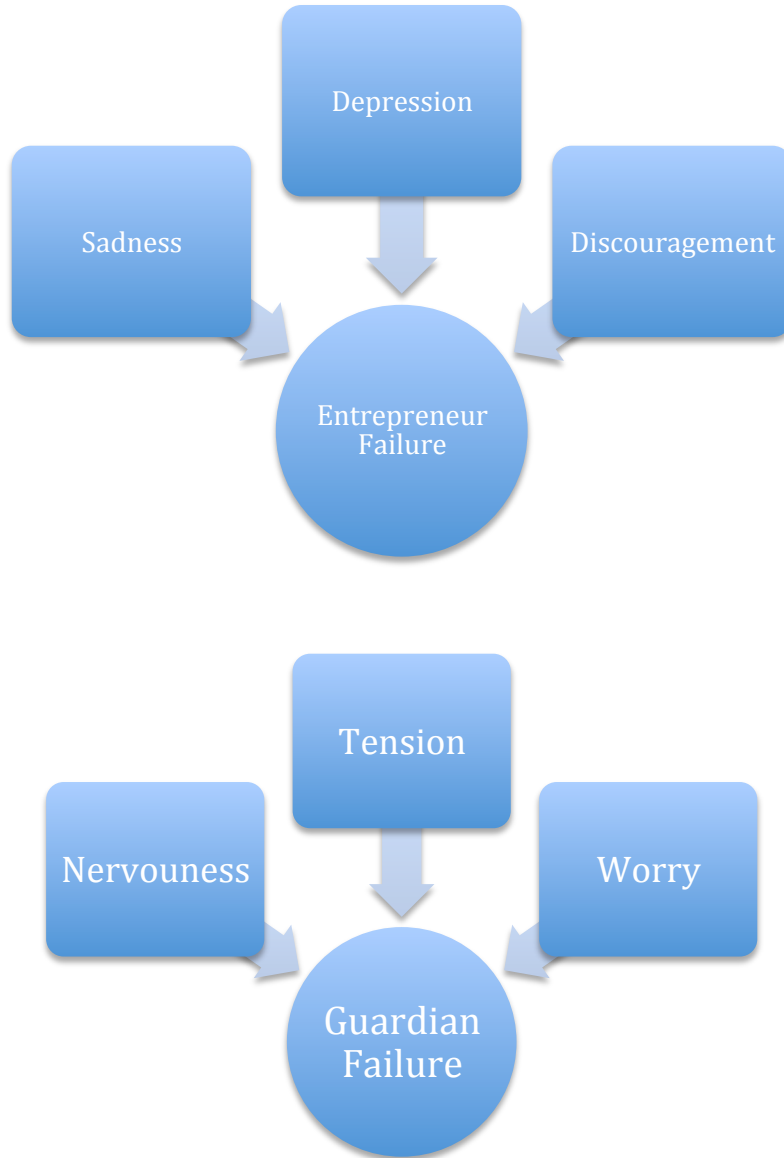
product from Amazon. If you go to 5 star reviews first, you are what they call Promotion. The Promotion is similar to the Entrepreneur motivation. If you go to 1 Star reviews, you are what they call Prevention or the Guardian model.

Dealing with Failure

Failure for the Guardian impacts their self-certainty. They are more concerned about an accurate self-image than anything and failure causes them to question. The result is the infusion of uncontrollable energy. The Guardian tends to look for checklists to add certainty when losing control. In churches, they will move to certainty through legalism when pressed to an extreme. When feeling lose of control, Guardians will rightly depend on God's Word.

1. Larry Crabb labeled the difference in motivational outcomes as **significance** and **security**. Halverson labels these as **nurturing** and **safety**. For the Entrepreneur, the ministry motive will parallel Crabb's significance incentive. How many people can we reach? Is this really a unique ministry opportunity? For some it may feel like a long shot, so the Ministry Entrepreneur is really engaged and will not see the long odds but the huge payoff.
2. American culture today fosters an Entrepreneurial environment more than a Guardian environment. Traditional Church culture has a tendency to foster a Guardian culture more than an Entrepreneur culture. Some churches, however, are certainly creating more entrepreneurial environments for people.

We learn so much from failure. According to Halverson and Higgins, Prevention (Guardian) negatively addresses failure differently than the Promotion (Entrepreneur). The diagrams below give insight into how each group might emotionally process failure.



Halvorson Ph.D., Heidi Grant; Ph.D., E. Tory Higgins (2013-04-18). Focus: Use Different Ways of Seeing the World for Success and Influence (Kindle Locations 2962-2964). Penguin Publishing Group. Kindle Edition.

- Failure for the Guardian impacts their sense of self-certainty. They are more concerned about an accurate self-image than anything and failure causes them to question. The result is the infusion of uncontrollable energy. They can get jumpy.
- Failure for the Entrepreneur impacts self-esteem. They are concerned about not winning, losing the opportunity, or not being loved or admired. The result is loss of energy.

- When things are really clicking, the Entrepreneur will be at her best and most engaged. They play offense. When things aren't going well, the Guardian is at his most engaged and effective. They play defense.
- Optimism for the Guardian may also ring hollow and Polly Annish. The Guardian wants to see the problems and not simply 'visualize' the wonderful stuff that might happen.
- Finally, as we age, we tend to move toward Guardian motives. We look for security. We focus more on legacy. Youth certainly focuses more on opportunity.
- With failure for Entrepreneurs, they often have a greater need to verbalize failure to address the emotional impact. Guardians have a tendency to hold it in.

Language for Open Doors

Entrepreneur

The Life for which you were created!

Walk through a new threshold to experience God

Imagine a robust vitality to your spiritual life

Guardian

Learn from a proven process how to be useful to God

Our ministry has a track record of real impact.

Thoughtful leadership has discovered an exciting vision.
