**Acculturation and Intercultural Learning of Missionaries, Their Families, and the Role of Women in the Christian Mission - A Review of Literature from 1954 to 2010. Religions, 14(3), 1-19.**

Hermeneutics & Communication

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Assignment

### *Developmental Readings*

**Review Assignment #3**, the course essential elements, assigned readings, and recommended readings to identify selections of books and scholarly articles to identify and select developmental reading sources and entries.

* Refer to the “[Student Guide to Developmental Readings](https://drive.google.com/file/d/161V_FaYR2BnNGCSFUlWPjUSIQzcH04Hq/view?usp=share_link)” for updated information on sample comments, rubrics, and key definitions related to developmental readings.
* 2 books; 5 journals

**Source One:** Chong, M., Benjamin Kok Siew Gan, & Menkhoff, T. (2022). Enhancing students’ global competence through international business study missions. *Journal of International Education in Business15*(2), 165-183. <https://www.proquest.com/docview/2716405834/4F74FFB1F9724DC6PQ/2?accountid=40162>

**Comment 1:**  (from LDR 807 Transforming Self-Concept):

**Quote/Paraphrase:** “... There are few descriptions of what “global competency” entails, with most research papers merely stressing the importance of educating a “global ready” workforce to address the importance of globalization” (p. 3).

**Essential Element:** The two Essential Elements associated with this quote are Formation Science and Leader Development.

**Additive/Variant Analysis:** Most research agrees the workforce must be “global ready”; and this additive source also supports the need for research that identifies and explains “readiness”.

**Contextualization:**  In July, I attended meetings with four mission sending organizations and 1 church Pastor to learn about their successes and challenges in training and retaining missionaries. As we welcomed the positive feedback for our proposed training program, we were surprised by the consensus of gaps in services as they relate to worker competency because the focus is on missions, not business.

**Comment 2:**  (from LDR 807 Transforming Self-Concept):

**Quote/Paraphrase: “**Short-term, faculty-led study missions provide students with insights into industries related to their field of study through meetings and visits to companies abroad. …students get to analyze and interact with successful start-ups and larger firms… Through coursework, research and site visits, students are enabled to understand topics relevant to globalization…” (p. 2)

**Essential Element:** The Essential Element associated with this quote is Formation Science.

**Additive/Variant Analysis:** Traditional mission trips sent missionaries overseas to evangelize and do good works. This additive source indicates that a Professor-led and structured trips provide a better experience than traditional trips. While this trip is different from traditional mission trips, the outcome indicates the thought that more structure, not necessarily Professor from traditional mission trips, indicates that more structure, not necessarily Professor-led, but perhaps specific training could improve the traditional mission trip by better-equipping Candidates.

**Contextualization:** Currently, I am preparing a Coaching Program for Missionary Candidates. The focus is Business As Mission (BAM) training to equip Candidates to better serve using their skills and abilities, and spiritual gifts. My goal is to improve their first Mission trip through additional structure.

**Source Two:** Arnold, M. (2023). Acculturation and Intercultural Learning of Missionaries, Their Families, and the Role of Women in the Christian Mission - A Review of Literature from 1954 to 2010. *Religions,* 14(3), 1-19. <https://www.proquest.com/docview/2791700102/79A77A7A0F6F46DCPQ/31?accountid=40162>

**Comment 3:** (from LDR 807 Transforming Self-Concept):

**Quote/Paraphrase:** Despite the huge number of active missionaries worldwide, only limited attention has been given to the quality of missionary activities and the personal attitudes and experiences of missionaries necessary for the successful completion of a mission posting in empirical investigations (p. 12).

**Essential Element:** Developmental Stage Theory best describes the Essential Element of this quote.

**Additive/Variant Analysis:** This additive statement supports the need for increased and improved analysis of the missional experience. It is surprising that more studies have not been conducted considering missionaries have existed since the disciples were commissioned. It is, however, exciting because my Coaching Program is designed to improve the mission experience and will include follow-up assessments to quantify the missional experience.

**Contextualization:** I have heard stories of water wells that did not work soon after installation and how the people it was built for didn’t have the tools or the knowledge to fix it. Stories like this are why I once hoped to go into community development overseas. As I speak with mission agencies, I learned that mental health contributes to their success rate because, despite significant training, there remains a high probability that a missionary may not complete their assignment. The group I am working with intends to change this and I hope to study the quality of missionary activities related to my coaching program. Being a Trainer and collecting data on those going through my coaching program will allow me to make changes as needed to improve the success rates.

**Comment 4:** (from LDR 807 Transforming Self-Concept):

**Quote/Paraphrase: “**The many-sided experiences of women in missions show that active participation throughout various historical missions was planned by them to a considerable degree but was frequently also carried out by them on their initiative and with their scope for action (p. 9)”.

**Essential Element:** Leader Development is the Essential Element associated with this quote.

**Additive/Variant Analysis:** When considering missionaries, I did not consider the difficulty or level of participation wives would have when joining their husband on the mission field. I am wondering if the experiences of wives versus single women have been studied.

**Contextualization:** I have some friends who are missionaries. I also know of other missionaries. To date, I have not tallied women vs. men or wives vs. single women. It would be interesting to expand this study to consider the role of wives and if the coaching program I am working on would positively impact them.

**Source Three:** Albright, B.W. (2014).*When Business Is the Mission: A Study of Faith Based Social Business in Sub-Saharan Africa*. (Publication No. 3637300) [Doctoral dissertation, Eastern University], ProQuest Dissertations and Theses Global. <https://www.proquest.com/docview/1617525434/previewPDF/54A2F40559584B80PQ/1?accountid=40162>

**Comment 5:** (from LDR 807 Transforming Self-Concept):

**Quote/Paraphrase: “**A significant amount of literature in international development and international business is focused on Africa, but not much of the international development literature is from a business perspective and the literature on international business focuses mainly on multi-national corporations” (p. 6).

**Essential Element:** This quote is associated with the Essential Element Formative Science.

**Additive/Variant Analysis:** This variant source supports the need for additional research in the Business As Mission (BAM) field. It should be noted that international business literature may have limited focus on BAM because many BAM businesses operate incognito; and as such would not be included in such studies. Regardless, more studies should be conducted in both the BAM and Mission fields to determine how to improve success rates.

**Contextualization:** I believe the Training Program I will soon be directing is going to present a fantastic opportunity to conduct additional research in both the BAM and Mission fields. Such studies may provide insight into how to make program and training improvements in order to increase success rates. Missionaries that are better trained will be able to adapt easier and can be more impactful, ultimately leading to a better outcome for the missionary and those served. Research is key because sending Americans to serve overseas has numerous contextualization components most people do not consider. This must be studied to improve service and the experience for the missionary.

**Comment 6:** (from LDR 807 Transforming Self-Concept):

**Quote/Paraphrase: “**The participants’ perceptions or definitions of sustainability focused on two main themes: surviving over the long-term and staying as far away from donor dependency as possible. If the business was funded through donations perpetually, it was not viewed as “sustainable” (p. 225).

**Essential Element:** This quote is associated with both Essential Elements - Leadership Development and Developmental Stage Theory.

**Additive/Variant Analysis:** This variant quote is counter to what is often seen in businesses within the United States (USA). It is definitely the opposite of what I expected. Subjects did not want to rely on USA funding, which indicates a sense of pride in building their own business. Leaders training new entrepreneurs can and should foster this sentiment and celebrate their successes.

**Contextualization:** This result is not generally experienced in the USA, where non profits and start ups typically seek and accept funding (e.g., seed, grant, donations). It is refreshing to know that developing nations have this viewpoint. With quality business training and mentorship, these people will experience success and share that with others. The training program I am developing will provide both training and mentor opportunities. Additionally, I believe that a person’s godly design and spiritual gifts need to be considered. As such, this will also be incorporated.

**Source Four:** Mitchell, Booker. *A Multiple Case Study: Church Leaders and Project Management.* Degree: Liberty University. <https://digitalcommons.liberty.edu/doctoral/3211/>

**Comment 7:** (from LDR 807 Transforming Self-Concept):

**Quote/Paraphrase:**  There are “...significant challenges among church leaders in their performance as business managers. The specific problem… is the lack of knowledge, skills, and abilities of local church leaders in Virginia, Mississippi, and Texas to manage a unique event or special operation resulting in the project’s failure to accomplish its objectives” (p. 4).

**Essential Element:** This quote’s Essential Element is Formative Science.

**Additive/Variant Analysis:** This additive quote provides insight into the role of business to carry out projects in the church. The examination of the roles of church staff and their abilities to complete tasks resulting in a successful event indicates the church requires management comparable to a business.

**Contextualization:** I did not consider the church as a business until studying BAM or think it needed to have business aspects to function. As a Career Coach, I have tried to connect with churches to adopt my Program, but have met with significant resistance despite having a credible Christian assessment tool. These results help me understand how churches can have a difficult time thinking of starting a BAM venture when neither it nor staff are equipped with a “we are a business” mindset. I look forward to pursuing churches and the possibilities they can undertake through BAM.

**Comment 8:** (from LDR 807 Transforming Self-Concept):

**Quote/Paraphrase:** “This qualitative research project allowed the researcher to reflect on various aspects of the Christian worldview in the workplace. During these reflections, personal and professional growth opportunities were identified. Discussions with the church leaders led to reflections on the biblical applications of the study’s findings. ” (p. 180).

**Essential Element:** This quote’s Essential Elements are Leader Development and Self-Concept.

**Additive/Variant Analysis:** This additive quote brings to light the need to integrate biblical principles of work into the church. Pastors attend seminary to preach, but they must be surrounded by a team with different career backgrounds in order for the church to function. The results of this study also support the need for church staff to be trained to some degree in the operation of a church as a business.

**Contextualization:** My own church, which is multi-generational with most elders being our aunties and uncles, even parents or grandparents. As such, the operations of the church functioned in a certain way for decades. Today, we are going through challenges as congregants of my generation are replacing the elders. That coupled with church growth (people) and the need to expand (adding a gym and more classrooms) resulted in growing pains. Challenges arose due to different ways of thinking (old mindset vs next generation) and operations (established procedures vs business backgrounds). The congregation looked to the Senior Pastor for leadership, but I have observed that he would get bogged down by the challenges when he could have focused on the church's heart.

**Source Five:** Rogers, S. (2023). *Legitimate Business as Mission Ventures and Effective Witness*. [Senior Thesis, Liberty University], <https://digitalcommons.liberty.edu/>.

**Comment 9:** (from LDR 807 Transforming Self-Concept):

**Quote/Paraphrase:** “...Missionaries enter as businesspeople simply for visa purposes, with either no real company or a poorly built business; they have no intention of putting work into the enterprise. Thus, the problem addressed in this thesis is that some missionaries are being sent under the façade of having a business, resulting in a poor witness and image in the community” (p. 30).

**Essential Element:** This quote’s Essential Element is Leader Development.

**Additive/Variant Analysis:** This additive analysis speaks to those missionaries that enter areas like the 10/40 window under the guise of business with the intent to share the gospel. The BAM movement, however, is committed to launching legitimate businesses that implement faith at work, as well as community outreach with the intent to be salt and light, in addition to operating a legitimate business.

**Contextualization:** As the literature shows, many businesses established overseas were done so with the goal to evangelize, except the business was not legitimate. Today, however, BAM businesses are set up legitimately with the intent to evangelize through community outreach and internal faith in the workplace. As such, BAM companies have been effective and successful! It is hard to believe that people actually thought they could set up fake businesses because they do nothing to truly help the people or community. False intentions are an injustice and a disgrace to the cross.

**Comment 10:** (from LDR 807 Transforming Self-Concept):

**Quote/Paraphrase: “**Present within the literature is also opposition to the newer practice of Business as Mission, in favor of a traditional missions model” (p. 9).

**Essential Element:** This quote’s Essential Element is Formation Science.

**Additive/Variant Analysis:** This variant analysis indicates BAM is less favorable than the traditional mission model, which would not be true if all those surveyed were business majors. To overcome this the article supported additional business training, which is what the organization I am working with is aiming to do. Given the right information, missionaries learn how the BAM model is a more legitimate and beneficial way to conduct business in an effort to share Christ. As a BAM practitioner, it is important to maintain the understanding that non BAM’mers will need additional information and testimonials to accept this new concept.

**Contextualization:** We believe that previous missionaries were followers of Jesus that may not have had business training. The Training Program I’m designing will be tested on business majors because we believe they can provide a different and much needed skill set that is needed on the mission field. Christians will need to understand their spiritual gifts and be firmly rooted in their faith to complete Candidate School and go out into the mission field. There are differences between those that go into the mission field with specific training; and business professionals/career majors who choose to do BAM. Positive differences that need to be shared openly with mission field staff/mentors in order to have all involved know what job they are capable to do within the business and what they should do to provide community outreach that will help showcase them as salt and light.

**Source Six:** Wickman, G. (2011). *Traction - Get a Grip on Your Business.* <https://a.co/d/2eGkrgl>

**Comment 11:** (from LDR 807 Transforming Self-Concept):

**Quote/Paraphrase:** “Every great system is made up of a core group of basic components. The same applies to a business” (p3).

**Essential Element:** This quote’s Essential Element is Formation Science.

**Additive/Variant Analysis:** This additive analysis supports the need for an organization and/or business operating system, including a church.

**Contextualization:** The organization I recently joined is new and is wise enough to incorporate EOS at the start to be more efficient. As one that has belonged to and managed organizations that were inefficient, I appreciate the opportunity to learn about EOS. When I started my non-profit, I developed my own systems from the ground up. Something like EOS is simplistic enough that existing organizations and churches could adopt it to increase their productivity and conflict resolution. I hope to recommend this product to other businesses and churches in the future.

**Source Seven:** Johnson, C.N. (2022). *Business As Mission, In A Nutshell - All the Basics: The Essential Road Map for Christian Entrepreneurs.* [*https://a.co/d/grUMpMW*](https://a.co/d/grUMpMW)

**Comment 12:** (from LDR 807 Transforming Self-Concept):

**Quote/Paraphrase:** “...a meaningful measurable program of Spiritual Self-Audit… that BAMers and missionaries, can engage in” (p 448).

**Essential Element:** This quote’s Essential Element is Self Concept and Leadership Development.

**Additive/Variant Analysis:** This additive quote adds to the concept of Christian business the importance of being grounded in the Word. It seems to make being a Christian Entrepreneur more difficult than being a secular Entrepreneur. Except Christian’s know God is with us and has a plan for the future, which for believers is comforting and reduces the anxiety associated with starting a new business. Realistically, it is a balance and Christians must strive to balance God and Business in order to avoid being unequally yoked with success, money, greed.

**Contextualization:** Entrepreneurs are a different breed; and being an entrepreneur is in my spirit as I am constantly thinking of new ideas. However, I find myself struggling to maintain a balance between work and life (God). This is why Dr. Johnson included the Spiritual Self-Audit (SSA) in his book. Learning about and internalizing the SSA (i.e., putting myself in the missionary shoes overseas) resonated with me. As a result the “M” in BAM became equally as important as the “B”, where until now it was less important.

Going forward, my work in BAM will incorporate greater emphasis on the “M”, which includes using the SSA to help BAMers maintain a healthier well being while in the mission field. Another outcome for me was the decision to incorporate a Spiritual Gifts assessment to better equip missionaries as they go into the mission field.

**Works Cited**

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Wickman, G. (2011). *Traction - Get a Grip on Your Business.* Where is the rest of this citation?