

From Rhetoric to Reality: Assessing the Needs and Coping Strategies of Frontier Mission Personnel

by Kelly O'Donnell

The challenging world of frontier mission is both exciting and fulfilling, yet also, difficult and often painful. To actively participate in the realization of God's purpose for the unreached peoples of the world will be costly on the part of God's people. Just pick up any early church martyrology for some historical perspective. We must not fool ourselves, our workers, nor our candidates. In a real sense, to enter into frontier missions is to ask for trouble. And why should it not be so, given the fact that we are wrestling not "against flesh and blood" but with the biggest Troublemaker of the cosmos?

Whether we like it or not, at some point our "mission exciting" rhetoric must yield to the hard reality of frontier mission life and work. How many of us have gone onto the field—even after adequate preparation—with our spirit soaring, a burden for people, team cohesion, and the rallying cry of "A church for every people by the year 2000" resonating in our hearts, only to see these replaced by our spirit souring, boredom with people entering, team lesions hurting, and a resonating sigh of "I feel/hope the Lord is calling me to do something else...?"

But moving from rhetoric to reality is a necessary and maturing experience. It requires us to "count the cost" of frontier involvement at ever deeper levels. At such junctions in our mission life—and there are several—we must fall on our knees before the Lord and ask ourselves some hard questions about our call and commitment. We need not feel ashamed of ourselves. Recall that Paul, the first long-term frontier missionary, was neither ashamed of the gospel nor ashamed of his

weaknesses (Rom. 1:16; 2 Cor. 12:5). The same must be true for all of us involved in frontier missions. Struggles and personal weaknesses are a normal part of life especially as we become involved in the demanding task to reach the final frontiers.

What exactly are some of the common struggles that frontier mission personnel experience? And how do we typically deal with the many pressures of missionary life? This article or study explores these questions and provides some initial, empirical data to help us better understand life on the mission frontiers.

Research Notes

There is a dearth of published research to date—certainly the more systematic and empirical research—that addresses the needs and coping strategies of frontier personnel, a group currently estimated to comprise about 10% (26,000) of the total missionary force (Barrett and Johnson, 1990, p. 27). Previous empirical studies, while very helpful, have primarily concentrated on identifying stress factors for missionaries in general.

Dorothy Gish (1983), for example, surveyed 549 missionaries in order to identify stressors which applied to all missionaries regardless of age, gender, or marital status. She identified the following primary stressors: confronting others when necessary (especially true for women), communicating across language and culture barriers, time and effort needed to maintain donor relationships (especially for members of faith missions), managing the amount of work, and establishing work priorities.

Phil Parshall (1987) studied adjust-

ment and spirituality among 390 missionaries serving in 32 countries with 37 mission boards. He found that the majority reported regular frustration and discouragement, with over 20% stating that they have resorted to using tranquilizers. The greatest areas of spiritual struggle were maintaining a successful devotional time, experiencing a sense of spiritual victory, and managing feelings of sexual lust.

These studies are a small sample of the growing body of literature—in-house research (Gardner, 1987), dissertations (Kayser, 1992), journal and magazine articles (Machin, 1992), books and book chapters (Foyle, 1987)—published on areas related to missionary adjustment. Taken together, these publications form a good foundation upon which to undertake additional research. Though not necessarily conclusive, they nonetheless provide useful insights. Hunter's (1993:3) comments about the current status of research within the field of mental health and missions are instructive:

What seems needed is greater chunks of time and long-term commitment from post-doctoral researchers and adequate funding for their work from evangelical sources if greater headway is to be made on quality research. Meanwhile, no matter how immense the task, each researcher should begin now with some piece of the enormous and complex puzzle of issues related to mental health and missions.

But which pieces of the research puzzle do we pursue? Surely some sense of direction is needed based on a consensus as to the most strategic areas to study. Foremost in my thinking is the need to conduct research, preferably interagency research, which focuses on particular types of frontier workers.

Why? Because these workers are less likely to have access to important supportive resources for member care due to their geographic location and isolation (O'Donnell, 1992a). Add to this such factors as religious opposition, political unrest, team struggles, and spiritual warfare and the result is a potent prescription for attrition.

Frontier workers need and deserve all the member care resources they can get, whether

these involve pastoral counseling, coaching visits, care packages, or carefully designed relevant research. As Lewis-O'Donnell (1992:285) has put it:

I believe the most strategic direction [for the member care field] can be summarized as follows: To pursue cooperative endeavors between mission organizations—especially including mission agencies and sending churches from the Third World—which can develop additional, innovative member care resources that are prioritized and channelled towards missionary personnel working in the least evangelized areas and people groups.

Research is often an overlooked member care resource. Sadly it seems that too few agencies have the time, funding, or personnel to devote to it. Yet regular research is an essential ingredient of any effective member care package. Action research—which advocates for the practical application of research findings—is particularly important. A commitment to action research enables agencies to keep appraised of their staff's needs and involved in their long-term development (O'Donnell, 1992b).

Method and Goals

With the previous comments in mind, the present study assesses the various

stressors affecting a sample of frontier personnel working with Youth With A Mission (YWAM). Currently YWAM has around 800 staff involved in frontier missions, with roughly 400 directly involved in church planting efforts.

training, and administrative/supportive services. Prior to this time, staff needs and member care resources were informally assessed through such things as coaching reports, correspondence with on-the-ground personnel,

and leaders' impressions. No previous systematic research had been undertaken.

Descriptive statistics were used to analyze the results for the different categories of workers. The statistics included fre-

quency counts, percentages, and mean and median scores.

Results

1. *Demographics*—Fourteen of the 110 respondents did not completely fill in all of the background information on the questionnaires. Their questionnaires were used only for making comparisons between Western and non-Westerners to assess the area of stress. All 14 of these respondents were from non-Western countries. In all there were 40 non-Western respondents and 70 Westerners.

3. *Stressors*—Twelve areas of stress were surveyed, starting with cultural adjustment and ending with spiritual struggles. A scale comprised of a five point continuum was used to rate the levels of stress experienced during 1992.

Any stress area that was rated to be either high or extreme (4 or 5) was recorded by using a frequency count. Responses were tallied according to four general groups: gender, Western/non-Western, marital status, and three age ranges. The scores were then converted to percentages for each particular group. Table 2 summarizes these results.

The greatest area of stress in general

Table 1.
Profile of the Respondents

	Married	Single	Western	Non-West.	<25	25-35	35+
Men (N=65)	40	25	47	18	9	25	31
Women (N=31)	11	20	23	8	4	18	9
Totals (N=96)	51	45	70	26*	13	43	40

*Note: 40 non-Westerners actually took the questionnaire.

This study also goes one step further than most previous ones in that it identifies not just stressors, but also the resources that workers use to cope with stress. It concludes with an analysis of the results and recommendations for improving member care.

During the 1993 YWAM Conference on Frontier Missions (COFM), a questionnaire was administered to 110 YWAM workers involved in frontier missions. This study is based on the results of the questionnaire which was comprised of 10 items which explored three areas:

1. The various stressors that affect YWAM frontier personnel.
2. The quality of their team or department life.
3. The types of resources used for adjustment and growth.

More specifically, the study assesses and compares the responses of different groups of people serving in frontier missions:

- *men and women
- *married and single personnel
- *Westerners and non-Westerners
- *age groups (<25, 25-35, 35+).

Most of the participants worked in Asia (about 60% in India) in the areas of church planting, relief ministries,

was the type of work done, reported by 33% of the respondents to be in the high or extreme range. "Type of work" was described on the questionnaire as involving work load, travel schedule, establishing work priorities, sense of fulfillment in work, and fitting into the organization.

The second greatest stress area was in relationships with fellow workers (reported by 26%) conflict, misunderstanding, poor communication, withdrawal, and limited time together. Tied with this was the area of personal struggles (reported by 26%) which the questionnaire described as unwanted habits, loneliness, depression, fears, unresolved past struggles, anxiety, sense of failure, criticalness, guilt, temptations, and sexual lust. The three greatest stress areas, then, involve a mixture of work-related, interpersonal, and personal stressors.

The areas of least stress were relationships with nationals (5%), family struggles (6%), and children's issues (6%). Apparently relationships with nationals, one's family of origin, and one's children are not highly stressful for most workers. For a fuller description of what each stress area measures, see to the questionnaire found in the Appendix.)

How does stress affect different groups of workers? To explore this question, let's look at those areas of stress reported to be in the high or extreme range by at least 25% of a particular group. Any stress area with a figure of 25% or more will be considered significant. This cut off figure is similar to the one used by Gish (1983) in her study on missionary stress. Table 3

presents the results for each group.

Married workers top the list of groups, with men struggling with work-related factors and women with marital issues. Difficulty with colleagues is a problem for single women and Westerners. For single men and those under 25 it is the area of personal struggles.

group, team cohesion, sense of mutual support, time with leader, time spent on stated goals, and team morale. A scale comprised of a five point continuum was used to assess these areas, with a rating of one being "poor" and five being "excellent". Table 4 summarizes the ratings for single women, married

women, single men, and married men.

The overall average rating for the quality of team/departmental life was slightly less than adequate (2.75). None of the four group averages were higher than 3.0, or adequate. Single women and single men rated it the highest (2.95),

followed by married men (2.54) and then married women (2.16). The pattern is similar for those rating one or more of the eight areas as being "poor"—that is, married women were the highest (60%), next were married men (54%), single women (45%), and finally single men (38%).

On the other hand, the median scores indicate that over half in each of the four groups see their teams/departments as functioning at least adequately overall. The exception was married women (median = 2.75). The highest median score was for single women (3.25).

The results, then, on the quality of team/department life are mixed. Many individuals felt their overall team life was fine while others saw it as substandard.

4. Resources

The final two questionnaire

Table 2.
Summary of high and extreme stress areas reported by different groups. Stress figures are given in percentages

Stress: Areas :	Total N=96	West 70	NonW 40	Men 65	Women 31	Mr 51	Sn 45	<25 13	25-35 43	35 40
culture	15	13	15	14	16	16	13	15	16	13
colleagues	26	30	15	22	35	24	29	8	30	18
nationals	5	4	5	6	3	6	4	0	16	5
family	6	7	5	9	6	10	7	0	5	8
marital	16	16	12	15	16	29	0	15	16	15
children	6	9	10	9	0	12	0	0	5	10
work	33	36	27	42	16	47	18	15	28	20
physical	18	17	15	16	19	22	13	31	12	23
personal	26	27	17	28	23	20	33	31	28	20
financial	22	21	22	26	13	25	18	15	23	20
clerical	20	20	20	22	16	24	16	8	21	23
spiritual	16	17	12	14	19	18	13	8	19	10

Keep in mind that the figures used in this study (Tables 2-5) do not reflect the composite or cumulative effects of stress. Only stress in the high and extreme ranges are used. The results, therefore, do not indicate the total amount of stress that workers are experiencing. For example, 26 of the 110 respondents did not rate any stress areas higher than moderate (that is, with a rating of 3). Several reported many areas of moderate stress, the cumulative effect of which could be even more stressful than, for instance, reporting only two areas in the high stress range. Furthermore, low scores for a group do not necessarily indicate low stress, although they may.

3. Team Life

The quality of team or department life was assessed by rating eight areas, including clarity of goals, quality of communication, time together as a

items assessed the types of resources—people, services, practices, materials—that helped workers adjust during 1992. Respondents first circled any such resources from a list of 20 items. They then rank-ordered these and any other resources that they used in terms of how helpful they were.

Table 5 identifies the most frequently cited resources for four groups: single women, married women, single men, and married men. The figures are based on the three most helpful resources listed by each respondent.

By far the most helpful resource were encouragement by friends (reported by 65%) followed by personal devotions (45%)—time alone to pray, read Scripture, and seek the Lord. This was true for all four groups with the exception of married women where the order was reversed.

Single men and women utilize friends, personal devotions, and prayer partnerships the most. For married women, the order was devotions, encouragement from friends, and corporate worship. Married men reported friend's encouragement, reading for leisure and personal development, devotions, and time with their spouse/family as being the most helpful resources.

Understand that these results do not describe all of the resources that are used by workers, but only those reported by individuals to be the top three most helpful ones. Most respondents actually circled several types of resources

that they considered helpful for coping with the demands of life and work.

Discussion and Recommendations

This study has a few limitations which must be understood before we try to draw conclusions from and apply

tive rather than conclusive.

Next, be aware of the small sample sizes for some of the comparison groups. For instance, there is an under-representation of married women and also fairly small sample sizes for single men and single women. Interpret

any scores for these groups with some caution. Additional research is needed to clarify and substantiate these initial findings.

Also, those who spoke English as a second or third language may not

Table 3.
High and extreme stress areas affecting some 25% of a specific group.

Westerners	type of work (36%), colleagues (30%)
Non-Westerners	type of work (27%)
Men	type of work (42%), personal struggle (28%)
Women	colleagues (35%)
Marrieds	type of work (47%), marital issues (29%), financial support (25%)—also note colleagues (24%), clerical support (24%)
Singles	colleagues (33%), personal issues (29%)
<25 years	physical (31%) personal issues (31%)
25 to 35 yrs	colleagues (30%), type of work (28%), personal (28%)
Over 35	no stress area over 25%

the results. To begin, the study focused on a specific sample of personnel from one agency (YWAM) who predominantly

have understood all of the questionnaire items, a problem common to most multinational research. Words such

Table 4.
Summary ratings of the quality of team life for four groups. A score of 1 is poor, 3 is adequate, and 5 is excellent.

Mean	Median	% With At Least One "Poor" Rating
Single Women	2.95	3.25 45%
Married Women	2.16	2.75 60%
All Women	2.85	
Single Men	2.95	3.00 38%
Married Men	2.54	3.00 54%
All Men	2.70	
All Singles	2.95	41%
All Marrieds	2.37	55%
Total	2.75	48%

work in one region of the world (Asia). We can not therefore automatically generalize the results to frontier workers in other settings, whether in another region or with another organization. This study is designed to provide some initial data on the adjustment of frontier workers. Additional research is clearly needed. In short, the results, though valuable, are to be seen as sugges-

as "gender" and "cohesion" were particularly troublesome. Some of the words on the questionnaire needed to be modified.

Finally, a great deal of data was not analyzed due to time and clerical constraints. Additional groups of people could be analyzed and compared, provided sample sizes were large enough. Examples include analyses of the type of work done (church planting, training, administrative), the work location, and length of time on the field. The study would also benefit from a computer analysis of the data using inferential statistics.

Related Study

It would be helpful to relate this study to one of the more rigorous stress studies done to date, done by Gish (1983) on an interagency sample of

missionaries. Although the methodologies are different (e.g., Gish's study involved 65 specific stressors, and the present study 12 general stress areas), some useful comparisons can be made.

Gish's highest rated stressor was difficulty confronting others. This overlaps with the second highest stress area in this study, relationships with colleagues.

Almost as high for Gish was communicating across culture and language boundaries, corresponding in this study to cultural adjustment (rated eighth).

The cultural adjustment rating is probably lower in this sample due to the fact that a much higher percentage of the respondents in this study were non-Westerners who were working in Asia, which theoretically made crossing cultural boundaries and adjustment easier (e.g., 20% of the respondents were Indians working within India).

Financial struggles was rated fourth in the present study whereas for Gish "maintaining donor relationships" was ranked third. Work load issues and establishing priorities were fourth and fifth for Gish, which is similar to the "type of work" stress area rated as first in this study.

By and large both studies report high stress in similar areas. These similarities suggest that frontier personnel in YWAM (and possibly other agencies) experience similar types and levels of stress as missionaries in general. Further, and though highly speculative, it also suggests that findings from other research on missionary stress may be applicable to frontier personnel.

Turning to the greatest stressors

for specific groups (Table 3), the type of work for married men came in first (reported by 53%). This is not surprising given the challenging, multifaceted, pioneering nature of their jobs. Church planters in particular usually do not take on positions with clear job descriptions and guaranteed guidelines for accomplishing their goals. Rather they must experiment with these as they go along, and this is a stressful process.

Next, almost half of the married women (five of 11) reported high/extreme stress concerning marital issues

Personal struggles for single men were reported by 40% to be a high/extreme stressor. While it is hard to interpret this finding, it could reflect both unresolved past problems, field-engendered problems, and/or stress rising from developmental issues such as fitting into the adult work world. Depression, loneliness, and anxiety can result.

Physical concerns and personal struggles were rated high/extreme by 31% of those under 25. One can only speculate why this group seems more vulnera-

ble in these areas. Perhaps they have not yet learned to pace themselves or get their needs met in their relatively new mission's context. Either would create stress and inner struggles. Relationship with col-

leagues was high/extreme for 30% of the Westerners. This result confirms what is seen to be axiomatic within the missions enterprise: the greatest area of stress for Western missionaries is getting along with one another. Interestingly this was not true for the 40 non-Western respondents in the study (only 15% reported serious struggles with colleagues), suggesting that generally they either deal with conflict better or else differently than Westerners.

Team Life

As for team and department life. All that can be said is that help is needed. About half rated the quality of life as adequate and the other half as less than adequate. Married women in particular gave lower ratings for their team life. Maybe this is because they have less quality time with the group in light of

Table 5.
Most helpful resources used to help adjust for four groups. Figures are given in percentages.

Type of Resource	Total	S-Women	M-Women	S-Men	M-Men
Friends' Encouragement	65	89	64	65	51
Devotional Life	45	37	82	48	37
Prayer Partnerships	27	32	27	30	23
Books/Reading	23	16	18	17	31
Spouse/Family	20	--	9	--	26
Corporate Worship	18	21	36	13	14
Time Off	14	11	18	22	9
Pastor/Coach Visits	10	0	0	9	20
National Relationships	9	11	9	9	9
Job/Skills Training	9	0	0	4	20
Bible Studies	8	0	18	22	0

whereas only 25% of the married men did (10 of 40). Perhaps this is an indication of the married women's greater sensitivity to relationship dynamics as well as a reflection of the married men's focus on work-related areas which lie outside of the home. Also men's high level of work stress may likely contribute to lower marital satisfaction for their spouses.

Another group reporting high/extreme stress was single women who struggle with colleagues (40%). Although conjecture, this could be because single women may have less support than others to help them resolve interpersonal differences. It could be too that single women, who typically work under male leaders, may find it hard discussing struggles with them, preferring to do so with female leaders.

their domestic responsibilities.

Clearly at least half of the teams need additional supportive resources to become healthier. I would guess that for most of these groups the crucial process of team formation—getting to know one another, agreeing upon goals, clarifying expectations—received less attention than what it truly required. One other hypothesis is that some of the teams, being relatively new, were still working through the group stage of conflict, a necessary precursor for achieving group health and viability.

The workers surveyed in this study highly valued and relied upon spiritual resources for coping. The three most common coping strategies consisted of receiving encouragement from friends, having personal devotions, and praying with partners. These three resources point to the desire and need for cultivating one's relationship with the Lord in the context of caring friends. It would be interesting to do a further study on which types of friends people spend the most time with—teammates, people from the host culture, people from their home country, and so on.

Many other resources are commonly used. Married men mentioned reading and time together with their family. Married women ranked corporate worship to be high. Other resources included time off, pastoral/coaching visits, skill training, and Bible studies.

Application and Resources

I have highlighted only the most basic results of this study. How can these findings be of service to those in frontier missions? My first suggestion is for you to encourage mission leaders within your agency to read through this study and then meet to discuss the results. How do the findings relate to your frontier settings? How are they similar to your impressions (or research) of your group's stress areas, the quality of team life, and the coping strategies used by personnel? Teams can meet

together as well and do the same.

Second, explore specific, practical ways to improve member care. Is there some type of member care committee within the agency or region which oversees staff adjustment and development? If not, appoint men and women committed to member care to form such a committee. Use the study as a springboard to not only surface staff needs and issues, but to also develop additional member care resources. In other words, do something with the study. Don't just file it, apply it!

Third, I would encourage YWAM, other agencies, and individual teams to continue to provide and develop member care resources for their frontier workers. The goal is to not make them more "comfortable", but to make them more effective in their ministries. In this sense investing in our workers will ultimately be an investment into the people groups with whom they are called to work.

Finally, here are seven types of member care resources, based on the findings of this study, which can help strengthen personnel in frontier mission situations:

1. Enhance spiritual growth. Jesus said that apart from Him we can do nothing (John 15:5). Bible studies, prayer partnerships, times of worship, and devotional/teaching materials all help workers abide and grow in the Lord.

2. Manage job-related stress. Help married men in particular as they cope with their work. Make sure there is accountability for their performance and work load. There is so much important work to do, and it can be so easy to take on too much of it.

3. Strengthen missionary marriages.

Couples need help in their relationships—not just the married women! One couple can form prayer partnerships with another couple for encouragement and accountability. Provide opportunities

for marriage enrichment through retreats and reading materials. Require premarital counseling. Do not just assume that couples are doing well unless you hear otherwise!

4. Improve conflict resolution skills.

Differences are inevitable, but serious conflict can often be avoided. Train personnel in conflict management. Do this through pre-field and on-field seminars. Get important written materials on these subjects into the hands of workers and have them discuss these. Do not hesitate to bring in coaches and moderators to help people/groups resolve differences. Be sure to encourage the formation of supportive friendships and mutual care, both of which can help prevent conflicts.

5. Train leaders in group dynamics and team building.

Leaders must be able to focus on both the task and the relational dynamics of the groups they oversee. Equip them with team building tools, debriefing skills, and an understanding of group process. This can be done through coaching from experienced leaders as well as through seminars and written materials. Like anything else, it takes practice to become skillful at group work.

6. Provide counseling for personal struggles.

Singles, especially single men and those under 25, seem vulnerable to personal struggles and could use extra support. Set up opportunities for counseling and encourage forming supportive friendships with older, more experienced staff.

7. Assess staff needs regularly.

Agencies and leaders need feedback from their personnel and colleagues. What issues do staff struggle with? How open are people to talk about their concerns and suggest changes? Surveys, debriefing sessions, and informal discussion times are useful ways to assess needs and encourage staff participation in caring for one another.

The rallying cry of “a Church for Every People Group” is not just good rhetoric, but becoming an increasing reality. Member care, as a handmaiden to the mission task, plays a key role in making sure that this cry of our hearts—and God’s heart—truly becomes a reality soon!

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Appendix

Needs and Resource Assessment

Instructions: This is a brief questionnaire to explore some of the challenges you face in cross-cultural living. It also looks at some of your strategies for adjusting to these challenges.

This questionnaire takes about 10 minutes to complete. Please answer the five items below as accurately as possible. Feel free to write in comments after any of the items. Your answers will help us as we seek to improve member care services within your region.

Please do not write your name on any of the pages. Return it to the T-2000 staff when you have finished. Thank you for your help!

Background Information:

Age: Gender: Nationality: Marital Status: Number of Children: Country working in: How long: Type of work: How long in organization

A. Using the scale of 1 to 5 rate how stressful each of the following areas were/are. Please also circle any of the words in parentheses that apply to you.

1----- 2 ---- 3 ----- 4 ----- 5
minimal low moderate high extreme

1. Cultural adjustment—Rating_____ (language learning, getting physical needs met—housing, transportation, and buy-

ing food—privacy, understanding different values, liking the new culture)

2. Relationships with colleagues—Rating_____

(conflicts, misunderstandings, poor communication, withdrawal, limited time together)

3. Relationships with nationals—Rating_____

(conflicts, misunderstandings, poor communication, withdrawal, limited time together)

4. Family struggles—Rating_____

(fighting within your family, difficulties with family back home)

5. Marital issues—Rating_____

(time together, poor communication, fights, sexual dissatisfaction, unresolved areas, unclear roles, time together)

6. Children issues—Rating_____

(struggles with brothers/sisters, sickness, schooling issues, discipline, behavior problems, few friends, emotional problems)

7. Type of work you do—Rating_____

(work load, travel schedule, establishing work priorities, sense of fulfillment in work, fitting into the organization)

8. Physical concerns—Rating_____

(illness, eating difficulties, sleeping, nutrition, climate adjustment, aging.

9. Personal struggles—Rating_____

(unwanted habits, loneliness, depression, fears, unresolved past struggles, anxiety, sense of failure, criticalness, guilt, temptations, sexual lust)

10. Financial support—Rating_____

(lack of funds, writing to supporters, inconsistent monthly income, savings, retirement, travel funds, debt)

11. Clerical support—Rating_____

(limited help, computers, phones)

12. Spiritual struggles—Rating_____

(devotional life, maintaining sense of victory, spiritual warfare, temptations)

B. Based on the above areas

(and any additional areas) list the five greatest stressors for you in order of importance.

C. Use the scale below to rate

your team or department in the following 8 areas.

1----- 2 ---- 3 ----- 4 ----- 5
poor fair adequate good excellent

1. Clarity of goals–Rating_____
2. Quality of communication–
Rating_____
3. Time together as a group-
Rating_____
4. Team cohesion–Rating_____
5. Sense of mutual support–Rating_____
6. Time with team/department
leader–Rating_____
7. Time spent working on our stated
goals–Rating_____
8. Team morale–Rating_____

D. Which types of resources help you deal with the various challenges that you face in your life and work? Circle any of the following that apply. (self-discipline, prayer partnerships, Bible studies, additional training in job-skills, time off, encouragement from friends, time with nationals, athletics, games, retreats, personal devotions, corporate worship, reading, study, retreats, counseling, return to home country, books, on-site coaching, pastoral visits)

E. Based on the above areas (and any additional areas), list the five most helpful resources for you in 1992, in order of importance.

F. Do you have any other comments on stressors or recommendations for improving member care services? Please write your comments down here.

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